

Franc
Sent
To:
Cc:

Cheryl Mills
Sunday, April 18, 2016 6:44 AM
Laura
: Amitabh Desai
Mills, Cheryl D; Warnhob, Jean-Louis;

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019320 Date: 10/20/2016

RELEASE IN PART B6

1 'Cheryl Mills'

B6i

Subject: RE: Reviewed IHRC Materials
Attachments: 2010-04-18 ED search press release draft.doc; 2010-04-18 IHRC SOW Accounting draft.doc; 2010-04-18 IHRC SOW Audit draftdoc; 2010-04-18 IHRC SOW HR draft - JLW and cdm edits.doc 2010-04-18 IHRC SOW Legal draftdoc; 2010-04-18 IHRC SOW PR draftdoc; 2010-04-18 IHRC TOR ED draft - JLW edits.docx

Laura/ Ami:

Attached are those documents to which I, and in many instances J-L, offered comments or suggested edits.

At a tope level, we would note the following:

- In scanning the SOW documents, they generally look fine upon first read. You wilt see my top-line comments in notes (e.g., that in a few instances the scope is too narrow or there'must be anticipated another SOW for another actor (e.g., HR firm - which also needs to provide for a more in-depth vetting process to avoid anyone owning a person later defined to be knowably problematic, including some of our standard level vetting as well as infoimal vetting (e.g. 360 degree interviews) for Haitian candidates in the absence of reliable public/court/bank records.).
- While the ED needs to be identified quickly, it also must be done credibly - allowing only 3 days for applicants to respond will do the opposite and limit the reach of the search (we want to say that he/she has been selected from 5,000 applicants committed to Haiti's recovery in an unprecedented outpouring of interest for the position). We should do widespread advertising, including in the NYT, FT, NYT or Economist as well as radio in Haiti and any appropriate papers. The current timeline does not allow sufficient time for a publicly credible search and vetting process. The search should be open sadly for a minimum of 2 weeks but we could begin processing through them as soon as folks apply and note that it will be a rolling search process so folks know the earlier they apply, the earlier they are considered.
- We should publicize the pd for the Audit and Performance Director at the same time as the COO, given how critical this role is and the message it sends.
- We need to be clear that all candidates have to file public financial disclosure reports - that is an important signal to the Haitian community and the international one - get them to give a simple one as opposed to the detailed ones we use in government.
- With respect to the work plan, we should now seek agreement on the core segments of the governance structure (including approval thresholds) and the org chart (including the key Audit and Performance Director) by the end of next week. There should be a strong consensus with WJC, JMB, the McKinsey folks (we can serve as donor sensitivity proxy on this issue) before we reach out to other stakeholders on these details. This consensus should be captured in a short and clear document, building on the proposed decision chain and notional org chart we have already done.

We also should send out JMB's donor letter and request for MDTF seed financing. I think the letter proposed by McKinsey will be confusing at this stage. There are still too many moving items

(relationship to MDTF; thresholds and governance; animosity of NGOs). The first goal is to arrive at a short and clear document that outlines the key issues.

- We agree with you on the press release, it needs to be re-written so I put only light comments.

Based upon this, J-L assessed the summary for major milestones for next week as follows:

1. Issuance of 1 HRC decree (GOH)
2. Publication of ED search (WJC, GOH)
3. Agreement on mission statement, key governance issues and notional org chart (JMB, WJC, USC, McKinsey)
4. Agreement on Audit and Performance Office (JMB, WJC, USC, McKinsey)
5. Outreach to NGOs (USC, WJC)
6. Publication of RFPs (WJC, McKinsey)
7. JMB letter to donors and request for MDTF financing (JMB)
8. Draft Director level position descriptions (McKinsey)
- 9.. Draft [HRC budget (McKinsey)
10. Outline for public outreach campaign (WJC, McKinsey)

best

cdm/jlw

Jean-Louis

C05972087 UNCLASSIFIED U.S. Department of
State Case No. F-2015-16287 Doc No.

C05972087 Date: 09/09/2016

From: Laura Graham [mailto:Laura.Graham@state.gov]
Sent: Thursday, June 09, 2011 7:47 AM
To: Cheryl D
Subject: Re: Urgent assistance needed: PaO reports

[RELEASE IN PART BG
Red Category]

Categories:

I will check this am. I have another meeting at 8am w PAO to go through the reports.

— Original Message —
From: Mills, Cheryl D <MillsCD@state.gov>
To: Laura Graham
Sent: Thu Jun 09 02:36:07 2011
Subject: Fw: Urgent assistance needed: PaO reports

You need to make sure this is not the info they are seeking

— Original Message —
From: Adams, Thomas C
Sent: Wednesday, June 08, 2011 08:45 PM
To: Mills, Cheryl O
Subject: Re: Urgent assistance *needed*: PaO reports

Thanks – there is a disconnect here somewhere. Problem is that PAO wants information on projects in development with details that AID believes are procurement sensitive and would give any bidder a way to either collude or gain an unfair advantage. Victor arranged for the AID folks in Port au Prince to talk directly to the PAO folks to explain their position. He heard from AID that they had reached a mutually satisfactory understanding. From Laura's e-mail this does not appear to be the case.

So I will delve into the details tomorrow and try to find a way to understand and meet the PAO's needs. Need to understand why they need the level of detail they seek at the present time. Will keep you informed.

Different subject: Glad I came up to New York this afternoon for the meeting with Ambassador Goosby and Sophia Martelly. The first lady wants to involve herself in health, but by her own admission is no expert on the subject. Amb. Goosby and I emphasized that we welcomed her interest, wanted to continue the excellent cooperation we had enjoyed with the MOH, and wanted GOH ownership and leadership in this and other development issues. Goosby offered to hold a meeting in PoP in next 3 or 4 weeks with our experts and Mrs. Martelly and her experts to exchange ideas. She welcomed that. She also raised need for civil service reform to increase pay to attract and retain good government workers. I said donors are very interested in working with GOH on this key issue. Did not tell her that some diagnostics done by IDB show that perhaps 80 percent of GOH employees are either ghosts or only work a few days a month.

I also had good meetings with Amb. Dunn (who will soon be replaced by Jeff DeLaurentis) and Matt Cenzer on Minustah issues.

More Wikileaks stories today about late 2009 discussions by Core Group to go ahead with elections in spite of failure to allow Fanmi Lavalas to register as a party. Notes Amb. Merten's arguments to GOH to include FL. Will send you link to article.

Plane back to DC about to take off.

UNCLASSIFIED U.S. Department of State
Case No. F-2015-16287 Doc No.
C05972087 Date: 09/09/2016

Safe travels.

Tom
Tom

— Original Message —

From: Mills, Cheryl D
Sent: Wednesday, June 08, 2011 07:16 PM To: Adams,
Thomas C

Subject: Fw: Urgent assistance needed: PaO reports

Confidential for you

— Original Message —

From: Laura Graham {mailto:
Sent: Wednesday, June 08, 2011 07:13 PM To: Mills, Cheryl
D
Subject: Re: Urgent assistance needed: PaO reports

I don't think your getting the whole story. Our team told me that Victor Marsh would respond as such but that they haven't cooperated. They are definitely not satisfied. I just had a meeting w PAO Director and he was shy in saying that the US is one of the worst in reporting because he said he was being sensitive to me. He then said 50 percent of projects, recounted conversations and meetings where they were punted back and forth. I told him to get me an accounting of the conversations (knowing you would want this) and so he's working on that. Thx lg

— Original Message —

From: Mills, Cheryl D <MillsCD@state.gov>
To: Laura Graham .
Sent: Wed Jun 08 19:08:28 2011 Subject: Fw: Urgent
assistance needed: PaO reports ?

— Original Message —

From: Marsh, Victor L
Sent: Wednesday, June 08, 2011 07:04 PM To: Mills, Cheryl
O; Dei, Carleene (HAITI/DIR)
Cc: Adams, Thomas C; Warnholz, Jean-Louis Subject: Re:
Urgent assistance needed: PaO reports

<> Cheryl,

I believe this involves getting info to the PAO on projects that are still in the planning phase – especially the HUEH, but also the New Settlements project.

The USAID/Haiti Program Office held a conference call with the PAO on June 3, and informed S/HSC that the PAO seemed satisfied with the answers USAID gave.

It seems now the PAO does want more about these design-stage projects.

Hope this background helps!

All the best,

-Victor

— Original Message —

From: Mills, Cheryl D

Sent: Wednesday, June 08, 2011 06:47 PM

To: 'lauraf' <lauraf@unhcr.org>; Dei, Carleene (HAITf/DIR)

Cc: Adams, Thomas C; Marsh, Victor L; Warnholz, Jean-Louis; Mills, Cheryl D

Subject: Re: Urgent assistance needed: PaO reports

Can you give me some background?

This is the first I am hearing of the challenges - what info are you all seeking so we can get it to you.

Cdm

-----Original Message-----

From: laura

Sent: Wednesday, June 08, 2011 05:15 PM To:

Dei, Carleene (HAITI/DIR); Mills, Cheryl D

Subject: Urgent assistance needed: PaO reports

According to our PaO team, USAID is not cooperating on providing details on projects for the PaO projects. My understanding is that some reports were sent after many discussions but with minimal information and more than 50 percent of US projects lack reports. Apparently they've been sent back and forth btw PaP and DC and DC has told them they will not provide the information. If this is true, can you please help to correct this immediately? As you know, the PaO requires cooperation from donors. We need the reports in order to provide the transparency we committed to. The next board meeting will focus a good portion on the PaO reports. We are sending out a preliminary report to donors at end of next week. I fear (wearing my US hat) that it will look bad if the US is the only donor lacking project reports. Can you please look into this and if true, assist with rectifying? Thanks >g Sent via BlackBerry by AT&T

UNCLASSIFIED U.S. Department of State Case No. F-
2015-16287 Doc No. C05972035 Date:
10/21/2016

From: Cheryl Mills
Sent: Sunday, March 04, 2012 11:32 AM
To: Laura Graham
Cc: Merten, Kenneth H (Port-au-Prince); Adams, Thomas C
Subject: Draft Points for WJC's Call to Martelly 2012-03-04
Attachments: Proposed Points for WJC.docx

B6

RELEASE IN PART 36

Categories: Red Category

Dear Laura

Attached are suggested points for WJC's anticipated call with President Martelly.

We have shared two key points: elections and PM choice confirmation — both require unusual and committed action by Martelly — the first to show he's prepared to share power by keeping an effective legislative partner (which means either do a permanent CEP b/c he has a PM in 10 days and publishes the amendments; or a – temporary CEP if there is no PM so the elections can go forward and not be held hostage to the Parliament having first to approve his PM choice before he will publish the amendments – which he can publish now if he chooses but he refuses to do so. The second is to do what is necessary to get his PM choice approved. — which requires him bending no doubt to the requests of Parliament for additional ministers, etc.

We limited it to these two actions b/c he uniquely influences them; we don't want him to be distracted by other priorities (of which there are many); and because we believe there needs to be a show of democratic values and a new willingness by him to appreciate the power and role of the Parliament.

*

Please let us know if you need anything else,

best.

***, *'

UNCLASSIFIED U.S. Department of State Case No. F-
2015-16287 Doc No. C05972035 Date:
10/21/2016

cdm

to President Martelly [RELEASE IN FULL] Proposed Points WJC Call
Mart* 4,2012

- I am calling because like many in the international community, I am concerned and disappointed. I am concerned because Haiti needs the stability of consistent leadership and effective collaboration between the Executive Branch and the Parliament. I am disappointed because you and Garry could not find a space to work together such that Haiti again finds itself seeking to ratify a new PM and government rather than new projects and new efforts to serve the people of Haiti. Personally, I signed on for another year because I believe in your commitment to progress for your people and to a democratic Haiti.
- I know you appreciate how critical to move on the confirmation of a new Prime Minister; equally as important is to set the date for elections so that the people can choose their representatives, like they chose you and like many in the international community fought to ensure their choice and their vote counted.
- To do both of these things, it will require a type of unprecedented collaboration between you and the Parliament – with you likely having now to do more to be bigger than the moment and than the activities of your Parliamentary colleagues.
- I really hope you quickly demonstrate to others what you share with me – your deep commitment to the democratic process and to address Parliament's legitimate concern regarding its normal operation once the term of 10 Senators expires in March.
- President Martelly, I know before elections can take place Haiti needs the establishment of a permanent or provisional electoral council. This requires swift positive action on your part and I encourage you to do so now.
- The key to greater investment in Haiti and achievement of your well-considered agenda is political stability. The important thing is not that Haiti is transitioning from one Prime Minister to another but how the political actors manage that process.
- As the most popular political figure, in Haiti today you have the opportunity to manage the political dialogue and demonstrate to the population that its democratic institutions can and must work together to achieve a better Haiti. To do that, you will have to work with Parliament to accomplish your agenda. I know it is difficult, for instance your stance on the issue of nationality, while perhaps constitutionally correct, allows Parliament to engage in unproductive political gamesmanship that Haiti cannot afford at this time.
- Haiti remains an attractive destination for serious investors. They are ready to establish themselves in a meaningful way to create the many jobs the people of Haiti need in order to help you achieve the goals you have laid out and they support. Little can be done if the population remains hopeless and insecure in its future. Investors, especially foreign ones,

c:\user5\hicksond\appdata\loc3l\microsoft\windows\temporary Internet files\content.outlook<\qdstz3fc\2012-03-04 proposed points for wjc.docx

will not establish themselves in Haiti if their perception is that the political situation is unstable. One of the primary ways to overcome their perception is for your Administration to cooperate with Parliament on as many fronts as needed to move Haiti's development forward.

- * I wanted to raise this before my trip Tuesday with investors because as I ponder how I can be the best partner in Haiti and whether I can to be one going forward given where we are, it would help enormously if: 1) you identify the date for elections in the next two weeks and move forward to hold those elections this Spring; and 2) you work with the Parliament to see the confirmation of the new Prime Minister as quickly as possible.

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*

UNCLASSIFIED U.S. Department of State Case No. F-
2015-16287 Doc No. C05972037 Date:
10/21/2016

From:	RELEASE IN	Laura Graham	B6
Sent:	PART B6	Thursday, August 11, 2011 10:09 AM	
To:		Mills, Cheryl O	
Subject:		'Proposal	
Attachments:		100 days report.doc	
Categories:		(ted Category	

UNCLASSIFIED U.S. Department of State Case No. F-
2015-16287 Doc No. C05972037 Date:
10/21/2016

UNCLASSIFIED-U.S. Department of State Case No. F-2015-16287 Doc No. C05972070 Date: 10/21/2016

In case you don't have english version.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972070 Date: 10/21/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972070 Date: 10/21/2016 IMPLEMENTATION

- * Launch of a Consultation Table (CT) including: the Presidency, political parties, parliamentary groups and representatives of civil society.
- * Possibility of observation and technical assistance to these discussions by the international community
- * The mandate of the TC will mainly be to seek consensus on priorities for public policy: resolve institutional conflicts (CEP, IHRC, constitutional amendments...); establish a bank of human resources
- * Weekly meetings of the President of the Republic with the Presidents of both chambers on the evolution of the work of the TC, and the choice of the Prime Minister who will implement the political platform of consensus.
- * Capacity building of the outgoing government: acceptance of the principle nominees, for the time of the work of the TC, at certain key positions to ensure the management of situational challenges (some departments, some branches and delegations). It is understood that they may be renewed during the installation of the next government.
- * Capacity building of the Presidency at both the Cabinet and the Secretariat General levels
- Capacity building of the Parliament by funding high level technical assistance for as long as the work of the TC.

CALENDER

The process, in many areas, should begin in the first quarter of fiscal year 2011-2012. At the end of the process outputs expected are:

- * A Prime Minister leading a government with a ratified consensus
- A 2011-2012 budget vote
- * Law for the renewal of the IHRC passed
- * Constitutional amendments published
- * New CEP in place and ongoing electoral process

2011/8/17 Laura Graham Confidential and sensitive. Need translation asap. Do not forward.

SITUATION Trois mois et un jour après la prestation de serment du Président de la République cohabitation difficile avec le Parlement ayant conduit au rejet de la ratification de deux citoyens désignés par le Chef de l'Etat et l'impossibilité de mettre en place une équipe gouvernementale formée de citoyens partageant la vision

du President sur les reponses aux difis confrontes par le pays. DEFIS* Ratification d'un Premier ministre et vote de sa Declaration de Politique Generale (DPG)* Constitution d'une majorite de consensus pour la mise en oeuvre de la DPG* Pacte de gouvemabilite pour faire face aux defis conjoncturels en attendant l'installation d'un nouveau gouvernement* Maintenir la confiance au sein de la Communauté Internationale et imposer une solution haitienne STRATEGIE* Adresser la question de la gouvernance immediate et celle de la constitution de la majorite de consensus de façon parallèle en évitant ainsi, aussi bien le blocage de l'administration Publique (difficulté de plus en plus grande de maintenir la mobilisation des ministres ou de certaines administrations), que la recherche de solutions qui risqueraient d'approfondir le contentieux entre le Législatif et l'Exécutif (nominations unilatérales) ou provoquer l'implosion du gouvernement sortant. MISE EN OEUVRE* Lancement d'une Table de Concertation (TC) impliquant: la Présidence, les partis politiques, les groupes parlementaires et des représentants de la Société Civile.* Eventualité d'une observation et assistance technique de ces discussions par la communauté Internationale* Le mandat de cette TC sera principalement de rechercher un consensus sur les priorités de politiques publiques; résoudre les conflits institutionnels (CEP, CIRH, amendements constitutionnels,...); établissement d'une banque de ressources humaines* Reunions hebdomadaires du President de la République avec les Presidents des 2 chambres sur revue des travaux de la TC et le choix du Premier Ministre qui devra mettre en application la plate-forme politique consensuelle.* Renforcement des capacités du gouvernement sortant: acceptation du principe de nomination, pour le temps des travaux de la TC, au niveau de certains postes-clés pour assurer la prise en charge des défis conjoncturels (certains ministères, quelques directions générales et les délégations). Il demeure entendu que ces personnes pourront être reconduites lors de l'installation du prochain gouvernement.* Renforcement des capacités de la Présidence au niveau aussi bien du Cabinet que du Secrétariat Général* Renforcement des capacités du Parlement par le financement d'une assistance technique de haut niveau durant le temps des travaux de la TC. CALENDRIERLe processus, dans ses différents volets, devrait aboutir durant le premier trimestre de l'exercice fiscal 2011-2012 (soit nov-déc 2011). A la fin du processus les extrants attendus sont : • un Premier Ministre dirigeant un gouvernement consensuel ratifié* un budget 2011-2012 voté* loi de reconduction de la CIRH votée* amendements constitutionnels publiés* nouveau CEP en place et processus électoral en cours

Isabelle Lagarde, M.A.
Haiti Project Manager
Climon Foundation

US Cell: P Haiti
Cell

B6
B6

SITUATION

Three months and one day after the President of the Republic, difficult have led to the rejection of the ratification of two candidates appointed by the Head of State, and the inability to set up a government team made up of citizens who share the vision of the President for the answers to the challenges confronted by the country.

RELEASE IN
FULL ■

swearing in of the
relations with parliament,

CHALLENGES -

- Ratification of the Prime Minister and a vote of their General Policy Statement (DPG)
- Creation of a majority consensus for the implementation of the DPG
- Governability pact to deal with cyclical challenges; pending installation of a new government
- Maintaining confidence in the international community and imposing a Haitian solution.

STRATEGIE

Address the issue of governance and that of the immediate . formation of a majority consensus in parallel, thus avoiding both the blocking of the public administration (bigger and bigger difficulties to maintain the mobilization of Ministers or some jurisdictions), the search for solutions at the risk of deepening the dispute between the Legislative and the-Executive (unilateral appointments) or cause the implosion .the outgoing government.

IMPLEMENTATION

- Launch of a Consultation Table (CT) including: the Presidency, political parties, parliamentary groups and representatives of civil, society.
- Possibility of observation and technical assistance to these discussions by the international community
- The mandate of the TC will mainly be to seek consensus on

- priorities for public policy: resolve institutional conflicts (CEP, IHRC, constitutional amendments:..); establish a bank of human resources . .**
- Weekly meetings .of the President of the Republic with the Presidents of both chambers on the evolution of the work of the TC, and the choice of the Prime Minister who will implement the political platform of consensus.**
 - Capacity building of the outgoing government: acceptance of the - principle nominees* for the time of the work of the TC, at certain key positions to ensure the management of situational challenges (some departments, some branches and delegations). It is understood that they may be renewed during the installation of the next government.**
 - Capacity building of the Presidency at both'the Cabinet and the Secretariat General levels**
 - Capacity building of the Parliament by funding high level technical assistance- for as long as the work of the TC.**

CALENDER . *

The process, in many areas, should begin in the first quarter of fiscal year 2011-2012 (ie, November-December 2011). At the end of the process outputs expected are:

- A Prime Minister leading a government with a ratified consensus**
- A 2011-2012 budget vote -**
- Law for the renewal of the IHRC passed**
- Constitutional amendments published**
- New CEP in place and ongoing electoral process**

RELEASE IN FULL
UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972212 Date: 10/21/2016
From: Laura Graham
Sent: Wednesday, June 16, 2010 11:44 AM
To: t.weymoiith@hoganlovells.com; elizabeth.doiiley@hoganlovells.com
Cc: Mills, Cheyl D
Subject: Fw: IHRC - Letter from Helen Clark Letter from Helen Clark.pdf
Attachments:

Categories: Red Category

Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton
The Clinton Foundation
65 W 125th St, NY, NY 10027
212-348-1779 phone
212-348-9855 fax
Loraham1 ~|
Lautal |

Please consider the environment before printing this e-mail

From: Anna Hjartardottir
To: Laura Graham; Gabriel Verret
Cc: ~|; Bernardo Gocco; Abdou Taye Mar Dieye
Sent: Wed Jun 16 11:39:49 2010
Subject: IHRC ■ Letter from Helen Clark
Dear Laura, dear Gabriel,

Referring to the e-mail below sent to IHRC Board members yesterday, please find attached a letter from Ms. Helen Clark, UNOP Administrator and IHRC Board Member, in which she announces that she has designated Ms. Rebeca Grynspan, UNDP Associate Administrator to represent her in the meeting tomorrow.

Please confirm receipt and acknowledge whether this is sufficient.

Best regards,
Anna
UNDP Office of the Administrator
Tel: 212 906 5726.

Dear Members of the Board of the Interim Haiti Recovery Commission —

/Article 26 of the proposed Bylaws that we emailed to you on June 11 has been revised to more accurately describe the circumstances under which projects will be subject to the IHRC for review and approval. For your information and convenience, attached is a copy of the revised Bylaws. This version of the Bylaws will be discussed and considered for adoption at the upcoming 17 June 2010 Board meeting. Also attached please find an updated agenda for the meeting.

In addition to any other business that may properly come before the Board at Thursday's meeting, Voting Board Members will be asked to vote on several proposed resolutions pertaining to the adoption of the

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972212 Date: 10/21/2016

Bylaws and Codes, ratification of IHRC actions taken to date to organize the IHRC, and (provisional approval of certain projects). Please note that an / Voting Board Member who is unable to attend the Board meeting in person may give his or her proxy to another Voting Board Member. Only the Voting Board (Members themselves appearing at the Board meeting in person or by proxy may vote on resolutions put to the Board; alternates are not authorized to vote on behalf of the Board Members. Accordingly, if you are a Voting Board Member who would like to vote on these resolutions but will be unable to participate in Thursday's meeting in person, please be sure to submit your written proxy to the Co-Chairs in advance of the Board meeting, as set forth in Article II(i) of the attached Bylaws. Please let us know via Gabriel Verret or Laura Graham, copied on this email, if you have any questions about, or require assistance in, casting your votes by proxy.

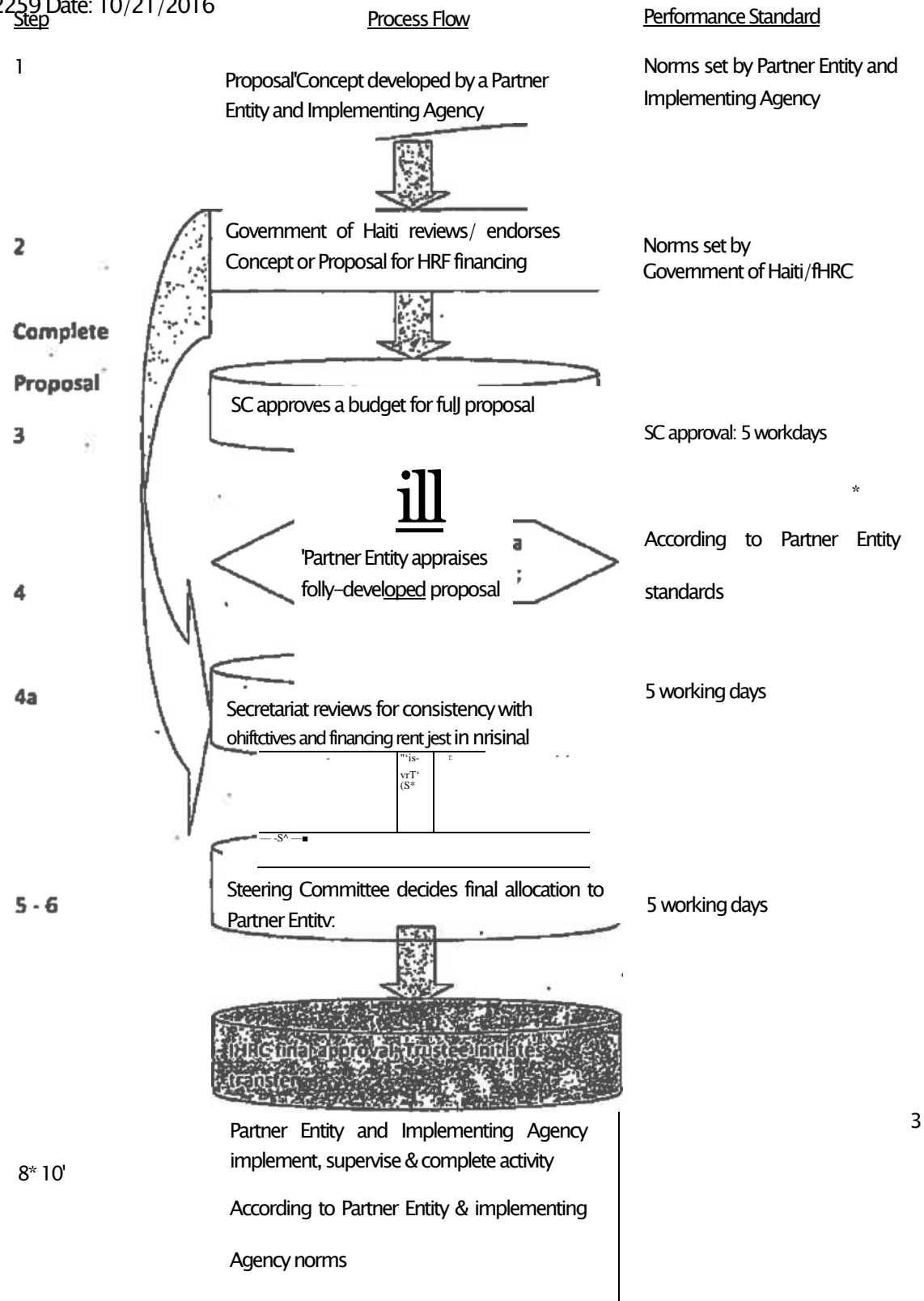
We look forward to seeing you on Thursday.

Sincerely,

Prime Minister Jean-Max Bellerive
Co-Chair

President Bill Clinton
Co-Chair

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972212 Date: 10/21/2016



From: Laura Graham
UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972188 Date: 10/21/2016
Sent: Tuesday, June 15, 2016 12:26 PM To: Donley, Elizabeth M*
To: **RELEASE IN PART 86** Weymouth, T. Clark; Mills, Cheryl D;
Andrew_Cave^ - I Amitabh Oesai; Cheryl Mills; David Jansen;
garry.eonilfel] Gabriel Verret;

JQureshi, Mahvesh A* Michelle Graham Barretts
Watdman, Robert J; Wamholz, Jean-Louis; Carrington, Wesley V;
I ----->
Eric.BravermanI

3

Subject: RE: IHRC/inaugural Board meeting/ REVISED BOARD SCRIPT CIRH Board Meeting Script.LG.DOC
Attach merits:
Categories: Red Category

Attached please find my tracked changes/questions to the script.

On your questions:

I think the PM should comment on the projects, which Gabriel is still working on Ft - he alludes to it in your draft so not dear what the question is * the specifics are forthcoming.

I am in favor of a presentation on t-shelter project.

Laura Graham Chief Operating Officer - & Chief of Staff to Presidenj Clinton The Clinton Foundation *
55 W 125th St, NY, NY 10027 212-348-1779 phone 212-348^855 fax Lgrahairp*
V

Please consider the environment before printing this e-mail

—Original Message—" —

From: Donley, Elizabeth M. | Sent: Tuesday, June 15, 2016 11:12 AM To: Laura 7
Graham; Weymouth, T. Clark; 'Mills, Cheryl D'; Andrew_Cavey[David /ansen;
garry-raniHe^'TM

]Amitabh Desai; Cheryl Mills;
Gabriel Verret;[]

7 T~I
Subject: fW: IHRC/Inaugural Board meeting/ REVISED BOARD SCRIPT

Cheryl's revisions to the attached three documents look fine to me. I've fixed a couple of typos in the attached versions, which are substantively unchanged from hers. Unless someone advises otherwise, HL will assume that someone else will integrate the two scripts.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doe No. C05972188 Date: 10/21/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972188 Date: 10/21/2016
Qureshi, Mahvesh A; Michelle Graham Barretta; Waldman, Robert J.; Wamhoff, Jean-Louis; Carrington, Wesley V.;
: Erie Braverman

r

Cc: Donley, Elizabeth M.

Subject: RE: IHRC/Inaugurat Board meeting/ REVISED BOARD SCRIPT

Importance: High

Laura,

Attached is the current draft of the script. Please note however that Cheryl asked two questions in her comments to PM Bellerive's opening remarks that are NOT currently reflected and may need to be added. Those questions are:

- o ■ [anything about we have reviewed the projects being proposed – budget support and one from goh and cf?
- o Anything about announcing and beginning to support work on moving folks to t-shelters?

Thanks,
Lfz

—Original Message—

From: Laura Graham (mailto:

Sent: Tuesday, June 15, 2010 10:52 AM

To: Weymouth, T. Clark; 'Mills, Cheryl D*'; AndrewjCavey } Amitabh OeSai; Cheryl Mills; David Jansen;

Donley, Elizabeth M.; garv.conillef i rienn.waregius.pwc.com: Gabriel Verret; i ~|

Qureshi, Mahvesh A; Michelle Graham Barretta; Waldman, Robert J.; Wamhoiz, Jean-Louis; Carrington, Wesley V.;

r~' ti i Eric Bfavermani ' i

Subject: RE: IHRC/Inaugural Board meeting/ REVISED BOARD SCRIPT

Is this the most recent copy of the script (which I owe you by noon)? Does it include Andrew's edits from 1:20 am?

Thanks, Laura

Laura Graham
Chief Operating Officer
& Chief of Staff to* President Clinton
The Clinton Foundation
55 W 125th St, NY, NY 10027
212-348-1779 phone
212-348-9855 fax
Lgraham

Please consider the environment before printing this e-mail

■—Original Message—

From: Weymouth, T Clark [mailto: Sent:

Tuesday, June 15, 2010 7:24 AM

To: 'Mills, Cheryl O'; Andrew_Cavey j i; Amitabh Desai; Cheryl Mills; David Jansen; Donley, Elizabeth M.;

gany.cortilel i' ~ ~ Gabriel Verret; i i Laura

Graham;

Qureshi, Mahvesh A; Michelle Graham Barretta; Waldman, Robert J.; Wamhoiz, Jean-Louis; Carrington, Wesley V.;

i;[f; Eric Braverman i

T. Clark Weymouth Partner

Hogan Lovells US LLP Columbia Square 555 Thirteenth Street, NW Washington, DC 20004

Tel:

+1 202 637 5600 Direct:

Fax:

+1 202 637 5910 .

Email:

t.weymouth@hoganlovells.com <<mailto:t.weymouth@hoganlovells.com>>

www.hoganlovells.com <<http://www.hoganlovells.com/>>

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From: Mills, Cheryl D [mailto:MillsCD4pstate.gov]

Sent: Tuesday, June 15, 2010 7:02 AM To: Antfrew_Cavey@weymouthH, T. Clark

Cc: adesai Cheryl Mills; David Jansen; Donley, Elizabeth M.; garv.conillef .

L_mgraham(Gabriel Verret; f Laura Graham; Qureshi, Mahvesh A;

3^ aldman, Robert J.; Wamholz, Jean-louis; Carrington, Wesley V.;

It ;ric_8raverman]

L Subject: RE: IHRC/inaugural Board meeting/ REVISEO-BOARD SCRIPT

Andrew/T/et afc

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972261 Date: 10/21/2016 Attached are my
UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972259 Date: 10/21/2016
suggested revisions on first three documents.

Will send rest shortly.

On bylaws, I only focused for moment on art. 26.

Thanks.

cdm

from: Andrew_Cavey_ 31
Sent: Tuesday, June 15, 2016 1:18 AM J 'Laura Graham'; Qureshi, Mahvesh A;
To: Weymouth, T. Clark bed J.; Wamholz, Jean-louis; Carrington, Wesley V.; Eric
Cc: adesaiP 'Cheryl Mills'; 'David Jansen'; Donley, Elizabeth M.; garv.conillef
J 'Gabriel Verret';
mgrahamCI 2Mills, Cheryl D; Waldman, Ro BravermanI
3
Subject: Re: IHRC/inaugural Board meeting/ REVISED BOARD SCRIPT

Thank you T.

I've attached some tracked changes (and a clean version) of your Board script which includes comments from earlier conversations, in particular, I have:
- integrated to the Board script the introductory remarks for the two co-Chairs, that incorporate CDM's earlier comments
- added 10 minutes to the McKinsey presentation for discussion /questions
- added some remarks for President Clinton to facilitate the Q/LA, including per Laura's advice a steer to be "mindful of time!"

I imagine as for Punta Cana that the CF team will be refining the Clinton remarks independently to suit his style.

»

Best,
Andrew

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972261 Date: 10/21/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972259 Date: 10/21/2016

Or Andrew Cavey
McKinsey & Company, 1 Jemrty Street, London, SW1Y 4UH, U.K. | tel:
+44.207.961.6035 | fax: +44.207.339.5156 |
+ andrew.cavey@mc.com

B6

From:

"Weymouth, T. Clark" <t.veymouth@hoganlovells.com> To:

"Mills. Cheryl D"	<MillsCO@state.gov>	"Cheryl"	"T Gabriel Verret"
<jrgv53	"UuraGraham"	LNT	! "adesail I
	"parry.conillQ		"Wamholz. Jean-touis"2
<Wamholz@state.gov>	Vmghamf	 ^ *
Cc:			v
"Eric Braverman"			01
	—vr	---	1<
"Andrew_Cavey"		/	----- 1
			^ "David Jansen
			" "
			1 "Waldman,

"Qureshi, Mahesh A" <mahesh.gureshi@hoganlovells.com>, "Carrington, Wesley V." <wesleyv.carrington@hoganlovells.com>

Date:

14/06/2010 23:22

Subject:

IHRC/inaugural Board meeting/06.14.10 revised HL documents

UNCLASSIFIED U.S. Department of State Case

No. F-2015-16287 Doc No. C05972188 Date:

10/21/2016 The Bylaws
The Board resolutions
The script pertaining to legal/governance issues Our
presentation

The red-lined versions show changes to the last draft of each document that we sent to the working group. Because PowerPoint does not accommodate red-lining, our changes to the presentation slides are shown in blue; please use the clean version for the actual presentation. We were unable to show the changes to our notes accompanying the presentation slides; these changes generally are meant to conform the notes to proposed changes to the slides and to have our presentation flow more smoothly. Finally, the Notes to our presentation are for your and our reference only; they should not be included in materials disseminated to the Board.

Please note that the following points remain open for your consideration and input:

* Bylaws: The attached draft reflects Cheryl's revisions to Article 26, as well as some suggestions that we added to Cheryl's comments. We think the revised version reflects the concepts discussed this afternoon, but of course welcome further input.

Resolutions: We still have brackets around the concept of 'provisional' approval of projects submitted to the Board. For your ease of reference, the resolution reads "RESOLVED, that the Board hereby approves, [on a provisional basis subject to the completion of the JHRC's review thereof,] the programs and projects presented to the Board." We still need guidance as to whether the "provisional" phrase should be left in or taken out.

* Board Script: There are several blanks for speakers and topics, and some language is in brackets as unconfirmed
- We tried to include a placeholder in the Script for each topic that will be considered by the Board, but we do not have the latest version of the content of these presentations and therefore look to others to fill in these details (and to edit any language as appropriate to accommodate the speakers' preferences).

The consensus on this afternoon's call was to circulate the revised version of the Bylaws to the Board before Thursday's meeting, as well as to formally notify Voting Board members who want to vote on the Board resolutions but will be unable to participate in the meeting that they will have to vote by proxy. To facilitate such a communication, we -
separately will email you shortly a proposed cover note from the co-Chairs to the Board on this topic.

Best regards.

T. Clark Weymouth Partner

Hogan Lovells US LLP
Columbia Square 555
Thirteenth Street, NW
Washington, DC 20004

Tel:

+1202 637 5600.

Direct:

+1202 637 8633

Fax:

UNCLASSIFIED U.S. Department of State Case

No. F-2015-16287 Doc No. C05972188 Date:

10/21/2016

+1202 637 5910 . Email:

4

*

t.weymouth@hoganlovells.com <<mailto:t.weymouth@hoganlovells.com>>

www.hoganlovells.com <<http://www.hoganlovells.com>>

^ ■ **

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^

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The word "partner" is used to refer to a member of Hogan Lovells International LLP or a partner of Hogan Lovells US LLP, or an employee or consultant with equivalent standing and qualifications, and to a partner, member, employee or consultant in any of their affiliated businesses who has equivalent standing. A list of the members of Hogan Lovells International LLP and of the non-members who are designated as partners, and of their respective professional qualifications, is open to inspection at the above address. Further important information about Hogan Lovells can be found on www.hoganlovells.com <<http://www.hoganlovells.com>>.

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This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

From: Mills, Cheryl D
UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C08019436 Date: 10/20/2016
Sent: Monday, February 01, 2010 1:38 PM
To: 'Doug Band'; 'Laura' 1
Cc: 'Amitabh Desai'; Justin Cooper, of; 3 Curtis, Meghann A
Subject: Additional Documents for Structure - for WJC 2010-01-31 Organizational Structure of GOI
Attachments: to 2004 Tsunami document.docx; 2010-01-31 Draft Concept note Haiti Development
Agency.docx 2010-01-31 Draft Concept note Haiti Development Agency - alt 1.docx;
2010-02 01 Draft Concept Note Alternative 2 HDA.docx

Doug/Laura

For WJC - the newest one is the one Eric did - Alternative 2. cdm

From: Mills, Cheryl D
Sent: Tuesday, April 13, 2010 5:42 AM
To: IGraham, I
Cc: 'doug Mills, Cheryl D
Subject: Fw: WJC and GWB letter
Attachments: Clinton-Bush Haiti Letter to Senate ad C2).doc

RELEASE IN PART B6

B6

See b/l.

Laura - I will call to discuss later this am

Cdm

UNCLASSIFIED U.S. Department of State Case
No. F-2015-16287 Doc No. C08019340 Date:
10/20/2016

April 9, 2010

RELEASE IN FULL

The Honorable Hairy Reid
Majority Leader 522 Hart Senate
Office Building Washington, D.C.
20510

The Honorable Max Baucus
Chairman, Committee on
Finance 511 Hart Senate Office
Building Washington, D.C. 20510
The Honorable Mitch

McConnell Republican Leader 361A
Russell Senate Office Building
Washington, D.C. 20510

The Honorable Charles E. Grassley
Ranking Member, Committee on Finance
135 Hart Senate Office Building
■ Washington, D.C. 20510

Dear Leader Reid, Leader McConnell, Chairman Baucus, and Senator Grassley:

We write to you today about Haiti. As we build upon our shared commitment to provide more Haitians with the tools they seek to lift themselves from poverty and reduce their dependence on international aid, we believe the Haitian Hemispheric Opportunity through Partnership Encouragement (HOPE) Act can be amended in two specific ways to encourage greater growth in Haiti, with positive impacts for the United States.

On March 22, we visited Haiti and met with citizens from all sectors of society. While there remains an urgent need for food, water, shelter, and sanitation, Haitian leaders and communities are looking to the future, in hopes of developing the modern nation they have long imagined and deserved. We know that Haitian households are eager to return to work, and we are confident that the textile industry can offer significant opportunities for future job creation.

As you know, the existing HOPE program has had a significant impact on this industry. From 2006-2009, HOPE enabled the expansion of apparel manufacturing and the growth of the sector's employment from 12,000 to more than 25,000 workers. HOPE II subsequently assisted the apparel industry in attracting business and in reopening dormant manufacturing operations. These results have been encouraging, but there is much more we can do. The nation's apparel sector once employed more than 100,000 workers, and we should work toward stabilizing and further empowering this industry.

We suggest two immediate modifications to HOPE that have the potential to help create tens of thousands more jobs in Haiti. First, we recommend increasing the HOPE trade preference level (TPL) quotas for knit and woven fabrics to 250 million square meter equivalents each. Second, we suggest extending the duration of the legislation from 8 to 15 years.

These amendments can generate tangible results. During our recent visit, we learned that three major Korean apparel manufacturers are exploring investments in Haiti, each capable of employing 10,000 – 30,000 Haitian workers. This investment could double the employment levels in the Haitian apparel sector. Furthermore, because the project would also require new industrial space and infrastructure, it would create thousands of construction jobs in Haiti. Ultimately, countless more jobs would be produced by the small and medium-sized enterprises necessary for supporting the needs of these new workforces.

*

Unfortunately, the Korean manufacturers are reluctant to invest in Haiti. A single Korean firm could consume the current TPL of 70 million. In effect, none of the firms will commit if they believe their investment could be jeopardized by potential competition for TPL allocations in the future. Furthermore, the firms will not consider working in Haiti if their investments could be jeopardized by the expiration of the HOPE program before they are able to recover their investment.

These amendments would not increase the total amount of clothing imported by the United States. Instead, the modifications would shift the composition of the imports and increase the proportion coming from Haiti. In fact, over time, greater production capacity in Haiti would likely provide a new and nearby market for American cotton farmers, thereby uplifting incomes in the United States.

We firmly believe that amendments to the HOPE program would offer a win-win situation for both the Haitians and the U.S. community. We encourage you to build on the hemispheric leadership of the United States since the earthquake. With your support, we can expand economic opportunity both in Haiti and here in America.

We would be pleased to provide any additional information.

Sincerely,

From;	William J. Clinton	George W. Bush
Sent:	Mills, Cheryl D	[RELEASE IN PART]
To:	Sunday, March 14, 2010 2:29 PM	;B6
Cc:	Laura Graham	
Subject	Doug Band* of toresl_____l	
Attachments:	PW: Development Authority Background Material) 2010-03-14 Draft IHRC Operations Guideline - For Cir to PM.docx; 2010-03-14 Notional IHRC org chart.pptx; 2010-03-14 Summary of G01 Organizational Response to 2004 Tsunami document.docx; 2010-03-14 BRR fact sheet.pdf; 2010-03-14 Memorandum to the PM - BRR Organizational Structure.doc; 2010-03-14 Memorandum to the PM - BRR Project Management.doc; 2010-03-14 Memorandum to the PM - BRR Hiring Process.doc; 2010-03-14 BRR Hiring Process Attachment 1.doc; 2010-03-14 BRR Organizational Structure Attachment 1.pdf; 2010-03-14 BRR Organizational Structure Attachment 2.doc; 2010-03-14 McK Q After the Tsunami Lessons from Reconstruction 2006.pdf	

Laura:

Follow-up - this went to WJC - it reflects material I sent from Friday.

It will give him a more comprehensive overview.

cdm

11. McKinsey document sharing Lessons learned from Aceh*

What I still owe you for the Tuesday and Wednesday meetings:

- 1 A draft agenda for the Tuesday and Wednesday session
2. A frequently asked question document (FAQ) for distribution
3. Narrative document regarding the IHRC/HDA.
4. The graphic in French and English that I have shared with you before
5. Lessons Learned from Aceh (you have this now)

*

We will be providing that no later than tomorrow am.

Best.

cdm

From: Mills, Cheryl D
Sent: Monday, March 08, 2010 3:03 PM
To: 'Laura Graham'
Cc: Curtis, Meghann A
Subject: FW: Draft Documents for Announcement of IHRC and HDA today and for 4pm Clinton-Preval Call
Attachments: 2010-03-08 IHRC press release - GOH-WJC FINAL.docx; 2010-03-08 IHRC-HDA GOH Talking Points.docx; 2010-03-08 Conditions for IHRC success.docx; 2010-03-08 Clinton Statement on IHRC-HDA.docx

[RELEASE IN PART I
Jb6

FYI - they were not there for our scheduled 2:30pm call so I sent the following email.

cdm

From: Mills, Cheryl D
Sent: Monday, March 08, 2010 3:01 PM
To: PM Bellerive Jean-Max; 'jrgv53',
Subject: Draft Documents for Announcement of IHRC and HDA today and for 4pm Clinton-Preval Call

B6

Jean-Max/Gabriel:

S^Presideht Clirito'n is;expecting a call at 4pm fromiPresident'PrevaT^Please call _____ (Hannah wlij
.connect the .two of therol:

B6

2. Attached is a draft press release that WJC has signed off on (it is the same one you have reviewed last week modified by the changes he had to his quote);
3. Attached are the same talking points from last week;
4. Attached are key conditions for success for Haiti and for President Clinton's participation in this effort; I wanted to walk through these with you to ensure you were aware of this frame of key issues to ensure there were no areas of disagreement; and,
5. Attached is a statement President Clinton will release from his office once GOH releases its statement.

In the absence of our call at 2:30pm, I am sending these so things can go forward.

I am in meetings now until 6pm.

Best.

Cdm

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C08019436 Date: 10/20/2016

·J

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019436 Date: 10/20/2016

RELEASE IN PART Be

From: Mills, Cheryl D '
Sent: Sunday, January 31, 2010 8:14 PM
To: 'Doug Band'; 'laural'; 'Amitabh Desai'; Curtis, Meghann A; 'Jean-Louis Wamhoiz'; Schwartz, Eric P; Crocker, Bathsheba N
Subject: FW: Conference Call Tonight at 8:30pm - ALL ATTACHMENTS INCLUDED

All

Attached are two alternatives for a Haitian Development Authority for discussion tonight. The first document assumes larger International donor participation in the HDA; the second document anticipates limited International donor participation in the HDA but rather such participation would primarily be through the MDTF.

Also attached is the original summary of the BRR (Indonesian development authority) developed in response to the tsunami.

Thanks.

cdm



2010-01-31 Oreft 2010-01-31 Draft ■ Concept note... Concept note...

From: Mills, Cheryl D
Sent: Sunday, January 31, 2010 7:16 PM
To: Mills, Cheryl D; 'Doug Band'; 'laural'; 'Laura Graham'; Schwartz, Eric P; Crocker, Bathsheba N; Curtis, Meghann A; 'Jean-Louis Wamhoiz'; 'Amitabh Desai'
Cc: Shah, Rajiv (AID/A)
Subject: RE: Conference Call Tonight at 8:30pm

Attached please find a summary document regarding the development authority established by the Government of Indonesia to respond to the 2004 Tsunami.

Please review in advance of the call if possible.

Thanks so much.

_cdm



2010-01-31 Organizational S...

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C08019436 Date: 10/20/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019436 Date: 10/20/2016

From: Mills, Cheryl D
UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C08019436 Date: 10/20/2016
Sent: Sunday, January 31, 2010 1:25 PM
To: 'Doug Band'; 'laurai _____' I 'Laura Graham'; Schwartz, Eric P; Crocker,BathshebaN; Curtis,
Meghann
A; 'Jean-Louis Warnholz'
Cc: Shah, Rajiv (AID/A)
Subject: Conference Call Tonight at 8:30pm

All:

If you are available! I would welcome you joining a conference call tonight at 8:30pm to discuss lessons from the Tsunami and the structure of a proposed development authority in Haiti (or other authority that can play the role that was played by the BRR in Indonesia).

if you can call into Ops (202-647-1512) at 8:25pm for the call, we can do a roll call and begin/ight at ,8:30pm.

I will circulate materials for the call this afternoon, cdm

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972270 Date: 10/21/2016

From: Laura Graham!
m. PART 10
Sent: Wednesday, June 09, 2010 6:46 PM Andrew
To: Cavey | ErielJravernman
Cc: Mills, Cheryl O
Subject: Fw: IHRC (pre-read Cover note for translation and Hogan comments on longer agenda for internal use ORDRE OU JOUR-doot
Attachments: Red Category
Categories:

Laura Graham .Chief Operating
Officer & Chief of Staff to President
Clinton The CDnton Foundation 55
W 125th St, NY, NY 10027 212-
348*1779 phone 212*348*9855 fax

Lfrahpf: |
Laura

Please consider the environment before printing this e-mail

From: Ana Maria COronel
To: Laura Graham
Sent: Wed Jun 09 15:22:54 2010
Subject: RE: IHRC / pre-read Cover note for translation and Hogan comments on longer agenda for internal use **French version attached.**

From: Laura Graham
Sent: Wednesday, June 09, 2010 1:44 PM
To: Ana Maria Coronel
Subject: Fw, JHRC / pre-read Cover note for translation and Hogan comments on longer agenda for Internal use

See item a- cover note for french translation which we need asap. Its going out to board tonight Can we hire french translators to ensure accuracy?

Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton
The Clinton Foundation
55 W 125th St NY, NY 10027
212-348-1779 phone
212-348-9855 fax
Loraham |
Laud |

Please consider the environment before printing this e-mail

From: Andrew Cavey |
To: Laura Graham; Gabriel Verret
Cc: Amitabh Desai; cheryl.mliq ~|; David Jansen ; Donley, Elizabeth M-; oanv.connie

tl; : Oureshi, Mahvesh A; Cheryl Mills; Wafman, Robert J.
Weymouth, T. Clark: Wamboljzgtetate.gov :l ; Eric Braverman j

Sent 7:54 AM EDT
Subject: IHRC / pre-read Cover note for translation and Hogan comments on longer agenda for Internal use

Please find attached further documents helpfully prepared by Hogan today:

- a/ Cover note to send as pre-read: I've pasted it below. Laura, could you please send for translation?
- b/ Comments on the longer version of the agenda, attached, for our Internal discussions. They agree that we should send Cheryl's shorter version with the rest of the pre-read.

Hogan will share draft resolutions and related text later today.

Best,
Andrew

Dear Members of the Board of the Interim Haiti Recovery Commission –

{MORE-FORMAL INTRO} Notice is hereby given of a regular meeting of the Board of the Interim Haiti Recovery Commission (IHRC), to be held on Thursday, 17 June 2010 from 10:00 AM until noon at the Hotel Karibe, {INSERT ADDRESS}, Port-au-Prince, Haiti. OR {LESS FORMAL INTRO} We look forward to your participation in the upcoming IHRC Board meeting, to be held on 17 June 2010 from 10:00 AM until noon at the Hotel Karibe in Port-au-Prince. In addition to other matters that will be discussed, you will be asked to consider and vote on the formal adoption of the following proposed documents:

- > / Bylaws of the IHRC
- > Code of Conduct for IHRC Employees
- > Code of Conduct for the Board of the IHRC

For your convenience and to assist you in preparing for the meeting, attached are copies of the foregoing materials, as well as a copy of the Agenda for the Board meeting. To facilitate the Board's discussion of these important documents, we encourage you to review the documents before the meeting.

{INSERT CLOSING FROM CO-CHAIRS: BEST TO HAVE THE COMMUNICATION COME FROM BOTH CO-CHAIRS}

Dr Andrew Cavey
-McXfraav a Gomcinv. i jcnw Street. London, SW1Y 4UH. U.K- » i | g lux *44207.339.51» 9 awb
G3 trffigilwail |

ISCBBB9BSBaDOa«aEfiEBqac43qBCati9DODBCaei9lI3B3lthStlRkBnBB&BBSnPnPOBBBBPBID4
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RELEASE IN PART BCI
From: Amitabh Oesaif
Sent: UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972188 Date: 10/21/2016
Monday, June 07, 2010 1:37 PM Mills, Cheryl D Laura
To: Graham Haiti fund
Cc: Haitian Investment Fund Description (June 4 2010).docx
Subject:
Attachments:

B6

Categories: Red Category

Attached

Investment Fund ("the Fund") _____ .
RELEASE IN PART B4

1. Objectives:

The Fund will provide financial solutions to businesses in the "under-served" market segment in Haiti with an emphasis on job creation. The Fund will aim to be market-driven and will seek financial returns on its individual investments, as well as returns on the Fund as a whole. All returns will be re-invested in the Fund unless collectively agreed by the Partners. Investments will include but not be limited to any of the following instruments or a combination thereof, equity, convertible loans, straight loans, royalty repayments, and loans at zero-interest or low-interest.

2. Investments:

- a. The Fund will focus its attention on small and medium-sized enterprises (SMEs). The definition of SMEs and the amount of funds invested in SMEs within Haiti will be investigated and articulated collaboratively by the Partners and/or the Fund Manager in consultation with local institutions including but not limited to banks and other investors. The types of industries in which the Fund invests will need to be evaluated and determined; not all industries will be appropriate (i.e. arms, tobacco, alcohol, etc.).
- b. The size, number, duration, and types of investments allowable by the Fund will be defined by the partners.
- c. Investments will be aligned with the Haitian government's priorities, institutions, and processes.
- d. The Fund will provide technical assistance to the businesses in which the Fund invests, as this will reduce investment risk, build local capacity, and should improve potential returns.
- e. The distribution of funds to Haitian businesses will be determined by the partners.

3. Partners & Contributions;

- a. Frank Giustra-
- b. Carlos Slim - | and

c. Others:)

- s . i. Individuals or companies that contribute a minimum of US\$5M will be considered a "Partner".

Definition of a "Partner":

- A "Founding Partner" (Partner) is an individual or company that agrees to the terms of this document prior to or on the date of the official announcement in Haiti. Founding Partners will never lose the decision about an investment or management.
- A "Post Partner" may be added post-Incorporation or post-announcement at the collective discretion of the Founding Partners. The Founding Partners will also determine the rights of a post-incorporation/announcement Partner.

*

*

- ii. Individuals or companies that contribute less than US\$5M will be considered an "investor. Investors may join the Fund, at their own discretion, prior to it being legally established. All investors will need to agree to the terms and conditions established by the Founding Partners. Also, the Fund's partners will pre-approve all investors.

4. Name of Fund:

a. TBD

5. Type of Entity:

a. TBO

6. Board /Committee Terms & Structure:
m * ^ *

The established entity will be comprised of a Board of Directors, an Investment Committee, and a Management Committee; each will be further defined by the Fund's Partners. However, it will be agreed upon that:

- a. Companies or individuals that contribute a minimum of US\$5M will be a "Partner" and as such will be entitled to:
- i, One appointment to the Board of Directors;

v**

- ti. One appointment to the Investment Committee; and iii. One vote toward Management Committee members,
- b. Companies or individuals that contribute less than US\$5M will be "Investors" and as such will be entitled to:
 - i. Annual vote toward the Board of Directors;
 - fi. Annual vote toward the Investment Committee members; and
 - iii. Quarterly and/or annual financial updates.

7. Management;

The Fund will be managed by a Management Committee and lead by a Fund Manager. The Fund Manager will have experience in principal investments, consulting, and business development in Haiti and the local SME sector. The Fund Manager will be responsible for identifying investment opportunities, advising on the structures, terms, and conditions of each investment. The Fund Manager will make investment recommendations to the investment Committee that reflect local , research and monitor progress. The Fund Manager will perform a similar role on exiting an investment. The Management Committee will be selected by the Fund's Partners. The Fund will only make investments that have received the approval of a simple majority of the members of the Investment Committee.

8. Announcement:

- a. ' The President of Haiti Renel Prigval and the Prime Minister of Haiti Jean-Max Bellerive will be offered an opportunity to make the official Fund announcement with President Clinton, Frank Glustra, Carlos Slim, and other investors (T60).
 - b. Location: ■, ,
 - i. In Haiti. Precise location TBD. c-
- Date:
- i.' The current target announcement date is on/around June 16, 2010

9. Media for the Announcement:

- a. All Partners have specific media requests – TBD

UNCLASSIFIED U.S. Department of State Case No. F-
2015-16287 Doc No. C05972188 Date:
10/21/2016
From: ~~RELEASE IN PART B6~~ Laura Graham

B6

Sent: **Monday, February 21, 2011 12:32 PM**
To: **Mills, Cheiy J 0**
Subject: Fw: Strategy Operationalization - Debris removal
Attachments: INustrationPP For Review- IHRC.pptx
Categories: Red Category

Not for sharing. This is first draft. I've sent edits and clarifying questions. The concept is to show the "how", challenges to arriving at our targets (ie target donor funding and need for GoH policy decisions) and to drill down to specifics. We are doing this across all 8 sectors but presenting debris, housing, health for sure and maybe job creation next week. Not sure we can use this template for energy. Lumas isn't the most attentive sector lead (20 percent of his time) so we don't have good grasp on his material as we do w other sector leads. If we can't do this for energy then defer to your team on what form presentation should be. We should def do energy be wjc wants it.

Laura Graham
Chief Operating Officer
& Chief of **Staff** to President Clinton
The Clinton Foundation 55 W
125th St. NY, NY 10027 212-348-
1779 phone
212-348-9855 Jax _____
Lgraham _____
Uma _____ I

Please consider the environment before printing this e-mail

From: Martine JEAN-CLAUDE
To: Henry-Robeit LOUIS; Laura Graham; Garry CONILtE
Cc: Gabriel VERRET; Gabriel VERRET
Sent: Sun Feb 20 10:26:25 2011
Subject: Strategy Operationalization - Debris removal
Here is the very first draft for debris removal.

UNCLASSIFIED U.S. Department of State Case No. F-
2015-16287 Doc No. C05972188 Date:
10/21/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972091 Date: 10/21/2010

from: Laura Graham f
Sent: Saturday, September 18, 2010 12:51 PM
To: Mills, Cheryl D'
Subject: Fw: US have reallocated its pledge to 2011 - disbursement charges to 38.4%
Attachments: Update to US Pledge 9-18-IO.xlsx; NY pledge status Sept 20.pdf

Categories: Red Category

7
Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton
The Clinton Foundation
55 W 125th St. NY, NY 10027
212-348-1779 phone
212-346-9855 fax
Larahrj
Laura J

Please consider the environment before printing this e-mail

From: Katherine Gilbert
To: Garry GoniNe; Amitabh Desai; Angel Urena; Laura Graham Cc:
Lee Bailey
Sent: Sat Sep 18 12:50:27 2010
Subject: US have reallocated its pledge to 2011 - disbursement changes to 38.4%
Dear all

Please ignore my last email-I just received the input from the State Dept - the US has reallocated its pledge of 1.15 billion from 2010 to 2011. This brings the total disbursement for 2010 to 38.4%.

Best
Katherine

From: .Rowland, George A rmailto:R0wlandGA@state.gov Sent:
Saturday, September 18, 2010 12:04 PM To: Katherine Gilbert
Cc: DeMarcellus, Roland F; Siemer, Marguerite E; Curtis, Meghann A; Mcdonald, Kara C; Shah, Khushali P; Zimmerman, Jane B
Subject: RE Update on Haiti NY Pledge and other funding * USA

Katherine: Enclosed please find an interim update of the USG programming. We are in the process of submitting our supplemental spending plan to Congress and therefore will have more detailed information in our next submission. Let me know if you have any Questions. George

George A Houtond
CwnSnaor,
CorfM
Offica at the Director at Foreign Assistant*
Department oi&sn
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UNCLASSIFIED U.S. Department of State Case No. F-2015-1B2A7 Doc No. C05972103 Date: 10/21/2016

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UNCLASSIFIED U.S. Department of State Case No. F-2015-16267 Doc No. C059721W Date: 10/21/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972196 Date: 10/21/2019 [RELEASE

WFULP

OFFICE OF THE SPECIAL ENVOY FOR HAITI New York donon conference pledge modaUtfei pud mnu from ike top 30 demon » of September 2010 in USD million*¹

Donor (2)	NY Pledge Budget for 2010 and 2011	NY Pledge Budget for 2010	NY Pledge Budget for 2010 - Modality					NY Pledge - Status (i)			Percent NY pledge 2010 program budget disbursed
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				Budget Support P)	HRF w	Grand (4)	Unallocated (Other ')	Budget 2010	Committed («)	Dab Lined P)	
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IDB	537.0	326.0	OIO	50.0	0.0	276.0	OX	326.0	136.0	SOX	15.3
EC	395.2	204.6	0-0	109.0	0.0	84.3	10.7	204.6	136.7	44j	21.7
Canada*	■ 379.9	199.4	33.0	0.0	30.0	136.4	OX	166.4	0.0	46.3	27J
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. - a span	249.7	160.0	35.1	117	30.0	82.1	ox	114, B	36.4	1696	135.9
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Mitnnr	107X	60.0	4.3	15.0	18.0	8X	14.7	55.7	0.0	33.0	59.2
Fapan	100.0	100.0	0.0	0.0	0.0	57.5	415	100.0	00	56.7	56.7
Italy	51.4	51.4	51-4	0.0	0.0	0.0	OX	00	ox	0.0	o/t
Germany	50.1	27.2	0.0	0.0	ox	27.2	OX	27.2	24.7	0.0	OX
Netherlands	39.4	1.7	1.7	0.0	00	0.0	OX	0.0	OX	OX	n/a
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COB	35.0	20.0	0.0	0.0	00	20.0	ox	20.0	0.0	OX	0.0
Switzerland	23.4	11.7	0.0	0.0	0.0	3.7	8.0	11.7	0.0	OIO	ox
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Donor (2)	NY Pledge Budget /oi 2010 and 2011	NY Pledge Budget for 2010	. NY Pledge Budget fw 2010 - MocMty					NY Pledge - Sana (5) ogtun oik p ₁ only chub* debt reEci (rx			Pettcnt of NY pledge 2010 program budget dbbuncd
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From: RELEASE IN PART Laura Graham
Sent: B6 Friday, May 28, 2010 10:44 AM
To: UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972315 Date: 10/21/2016
L

B6

Cc: Mills, Cheryl O; Warnholz, Jean-Louis; Amitabh Desai; Gary Conille
Subject: fw: IHRC Board Briefing Agenda June 1st
Attachments: 20100526 IHRC Board briefing agenda June 1st (3).pptx
Categories: Red Category

Attached please find CF and State edits, I have 2 concerns, 1 of which State and I have discussed and for which the PM shared in an email this morning. 1. BC and PM should not make the overview presentation on the operational matters. I believe MK should do this 2. Format; I believe and BC will agree with me that the presentation on the operational matters to the group, which will consist of representatives of board entities, but not necessarily the actual board member, needs to be short, an BRIEF overview of the main issues: ie what it is, how it will work, its relationship to them, trust fund. They will have the details in their packets so I would propose; opening statements by co-chairs (10 mins each), BRIEF overview of the operational decisions (25 mins) and a (45 mins) with the co-chairs. We can't spend an hour and half presenting on the documents.

Laura Graham Chief Operating Officer
& Chief of Staff to President Clinton
The Clinton Foundation 55 W 125th St,
NY, NY 10027 212-348-1779 phone
212-348-9855 fax "Lg.raharrf~1
Laura'

Please consider the environment before printing this e-mail

From: Logan Koffler
To: Laura Graham Cc:
Amitabh Desai
Sent: Fri May 28 10:31:07 2010
Subject: IHRC Board Briefing Agenda June 1st

From: _____ Amitabh Desai
Sent: RELEASE IN PART Monday, May 24, 2010 10:15 PM
To: _____ Mills, Cheryl D; Laura Graham
UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972318 Date: 10/21/2016
Subject: Re: Additional docs we need
Attachments: 20100526IHRC meeting between Co-Chair teams and USG v4iip; 20100601IHRC Board briefing agenda v4.zip; 20100505 Clinton team org chartzip; 20100521 IHRC processes v5 - HRFaip; DRAFT IHRC CoC 5-6-IO.zip

Categories: Red Category

B6

From: _____
To: Amitabh Desai Cc: oam/.cortilteT I Gary Confitte : Laura Graham: Eric Bravenr>anf
jm;
[Andrew Cavevf
S^THorTMay^TZZTOSiSBJJOIO
Subject: Re: Additional docs we need

J

Hi Anti - glad we got to talk this evening. Thanks for your patience with Haiti's pervasive internet delays. Attached please find a revised agenda for Wednesday and also a draft agenda for June 1, both consistent with your suggestions below.

Cm also attaching your team's latest org chart, as you requested. Though we had an organizational chart developed by the PWP's advisors some time ago (without his input, as far as we know), we don't have visibility at this point into the PM's own preferences. As we discussed, our team's org chart will be sent around tomorrow.

The draft code of conduct is attached here. PWC is still working on this and the version we are sharing is their first draft. We will get the latest draft in the next few days.

With regard to the IHRC/HRF relationship, I've attached our process page which was designed based on previous conversations with and material from the World Bank. We understand that Garry has some fundamental concerns about the approach described here, and it's our understanding that he's preparing something to share shortly, probably tomorrow.

Becca O'Brien McKinsey
& Company U.S. mobile: f
efax:(
Pram: 'Anftabh DewPr Jemail:[
To "Laura Gnlum"
Cc: 0504/201011:10 AM
Dots:
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UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972318 Date: 10/21/2016

Dear Becca, we also need, as soon as possible this afternoon (by 5pm latest), the latest draft agenda for the June 1 briefing with donors (this should include bylaws, budget, intro of board members or at least process for board member appointment, intro of exec director or at least process for appointment, auditing/transparency mechanisms, code of conduct/ethics, org chart/staffing plan and need for ■secondments in priority areas).

In addition, one of the deliverables we would like to announce (and add to agenda) is "Template for donor project submissions" (akin to Aceh template). This is so that when US or other donors announce dollar/project commitments on June 2, we are prepared to give to the donors a tangible process for how to route the project/money through the ihrc.

Thanks,
Ami

This email is confidential and may be privileged, if you have received it in error, please notify us, immediately and then, delete it. Please do not copy it, disclose its contents or use it for any purpose.

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UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972318 Date: 10/21/2016

B6

C05972348 UNCLASSIFIED U.S. Department of State Case No. F-2015-18287 Doc No. C05972348 Date: 10/21/2016

To: i _____ I _____ I _____
Cc: j _____ "Eric Bravefmani"
Date: 05/23/2010 11:56 AM
Subject: Re: IHRC / Latest documents (1 of 2)

Becca,

Can you give me the contact info for synergy. We got state to dedicate their web person for next week or so to help w the look and feel of the webpages. On the logo. I'd also like to connect them with my graphic design manager. I wasn't really happy with the site mock-ups so please give me their contact and ill connect with Katie and Neit. Also advise them that ill be reaching out.

Thanks laura

Laura Graham Chief Operating
Officer & Chief of Staff to President
Clinton The Clinton Foundation 55 W
125th St, NY, NY 10027 Fphone
212-348-9855 fax

Please consider the environment before printing this e-mail

From: ■ _____
To: Laura Graham; Amitabh Desai
CC: Gary Conille; [artdrew.cave>j](#) _____!; [Eric Bravermant](#)
Sent: Sat May 22 20:01:28 2010
Subject: IHRC / Latest documents (1 of 2)

Laura, Ami, Garry,

Please find attached the latest versions of the following documents: a/

bylaws

b/ procurement procedures

c/web design and logo files (very early first cut.) Please note that as we discussed on the call this morning, we will be reviewing the designs and providing feedback to the designers for them to incorporate on Monday, and we will send you the next turn as soon as we have it for your reactions.

We will have another set of material to share with you early this week, including draft processes, the anti-corruption unit mission/mandate and the organizational chart.

Becca

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972348 Date: 10/21/2016

C05 972348^{ied} U.S. Department of State Case No. F-2015-16287 Doc No. C05972348 Date: 10/21/2016

Becca O'Brien McKinsey &

pomnanv

U.S. mobile: | || Haiti mobile: | !

efax: +1 (202) 662-0562 j email:]

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UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972348 Date: 10/21/2016

RELEASE IN PART B6

From: Amitabh Desai
Sent: Sunday, May 23, 2016 11:24 PM
To: Mills, Ctisyl D
, Ce Laura Graham
Subject: Fw: IHRC / Draftagenda for Wed 26 May
Attachments: 20100526 IHRCmeeting with CF, GOH and USG v2.zip
Categories: Red Category

B6

From:]
To: Laura Graham; Amitabh Desai; Garry Conille
Cc: andrew cavey f

1: Eric Bravetmanf
i j



irrsurriwynry^zra^rzOIO Subject: IHRC / Draft
agenda for Wed 26 May

Hi all – Please find a draft agenda for Wednesday's meeting attached. Looking forward to your comments and reactions. If we can
iterate on this together tomorrow (Monday), we should be in good shape to share with the Prime Minister when Eric and Lynn
arrive in PAP on Tuesday.

Best,
Becca

Becca O'Brien McKinsev &
Comoanv

U.S. mobile:	!_HaitLmD)ile: t
efex: +1 (202)662-0562 email:	

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copy it, disclose its contents or use it for any purpose.
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MguteCgcpto LLP 300
Madison Avenue New York,
NY 10017 Telephone (646) 471-
3000 www4Mrc.com

April 29, 2010

Prime Minister Jean-Max Bel rive. Government of the Republic of Haiti
Co-Chair, Interim Haiti Recovery Commission

The Honorable William J. Clinton Co-Chair, Interim Haiti Recovery
Commission

c/o La Primature
Blvd Hairy Truman, (Bicentenaire)
Port-au-Prince, Haiti

Dear Your Excellency and Mr. Clinton:

PricewsterhouseCoopers is honoured to assist the Interim Haiti Recovery Commission with its
vital mandate to help the citizens and government of Haiti recover from the devastating
earthquake.

This engagement letter confirms that the interim Hal Recovery Commission ("you" or "Client" or
"IHRC" or "Commission") has engaged PricewaterhouseCoopers LLP ("we" or "us" or "PwC") to
perform the services described below.

Scope of Our Services

PwC will advise the Co-Chairs of the Interim Haiti Recovery Commission with the design of
multiple governance and transparency elements for the Commission including, but not limited
to:

- A governance framework, operational protocols, and internal control activities supporting the
IHRC's responsibilities for the coordination, delivery, procurement, disbursement and
accounting of funds under its cognizance.
- A separate governance and integrity function to be incorporated within the IHRC that will
monitor, investigate, and report on (i) the IHRC operations, and (ii) the flow of funds from the
IHRC and/or donors to recipients including, but not limited to, bidding, contracting,
procurement and reconstruction activities.
- Other financial and administrative matters relating to the effective and efficient functioning of
the IHRC.

These Services will be performed in both the U.S. and Haiti for an estimated period of 90 to 120
calendar days. These Services do not include the implementation, monitoring, auditing or reporting
on any of the components referenced above. Our Services will be provided by a team of professionals
with extensive international experience in governance, transparency, anti-corruption and post-
disaster reconstruction.

Deliverables will include written and oral mark-ups, recommendations and comments on the
IHRC operating and control framework and draft operating procedures for the governance and
integrity function.

We may prepare some deliverables in conjunction with you that will be intended to be treated solely as your own, and will not be represented as having been prepared by PwC. You will review such deliverables, revise them as you deem appropriate, approve them prior to your use and take full responsibility for their content.

You will own all deliverables except as follows: we own our working papers, pre-existing materials and any general skills, know-how, processes, or other intellectual property (including a non-client specific version of any deliverables) which we may have discovered or created as a result of the Services. You have a nonexclusive, non-transferable license to use such materials included in the deliverables for your own internal use as part of such deliverables.

In addition to deliverables, we may develop software or electronic materials (including spreadsheets, documents, databases and other tools) to assist us with an engagement. If we make these available to you, they are provided "as is" and your use of these materials is at your own risk.

We understand that PwC will be eligible to compete for and/or provide additional services to the IHRC such as implementation, monitoring, auditing or reporting as well as any and all services related to the relief, reconstruction or future efforts of the Haitian government, separate and apart from the scope of this letter of engagement.

Use of Deliverables

PwC is providing the Services and deliverables solely for the IHRC's internal use and benefit pursuant to a client relationship exclusively with you. The Services and deliverables are not for a third party's use, benefit or reliance, and PwC disclaims any contractual or other responsibility or duty of care to others based upon these Services or deliverables or advice we provide. Except as described below, the IHRC shall not discuss the Services with or disclose deliverables to any third party, or otherwise disclose the Services or deliverables without PwC's prior written consent.

If the IHRC's third-party professional advisors (including accountants, attorneys, financial and other advisors), in providing advice or services to the IHRC, have a need to know information relating to our Services or deliverables and are acting solely for the benefit and on behalf of you, you may disclose the Services or deliverables to such professional advisors provided that such advisors execute the Nondisclosure Agreement attached hereto as Exhibit 1. Third-party professional advisors do not include any parties that are providing or may provide insurance, financing, capital in any form, a fairness opinion, or selling or underwriting securities in connection with any transaction that is the subject of the Services or any parties which have or may obtain a financial interest in the IHRC or an anticipated transaction.

The IHRC may disclose any materials that do not contain PwC's name or other information that could identify PwC as the source (either because PwC provided a deliverable without identifying information or because the IHRC subsequently removed it) to any third party if the IHRC first accepts and represents them as its own and makes no reference to PwC in connection with such materials.

The IHRC shall indemnify PwC and the Beneficiaries (defined below) against all third-party claims and damages arising from or relating to the Services or deliverables, except to the extent finally determined to have resulted from PwC's gross negligence or intentional misconduct relating to such Services and/or deliverables.

Subcontractors

We may engage (a) subcontractors to perform services in connection with this engagement. You agree that we may subcontract any of the Services hereunder provided that we shall be responsible for the fulfillment of our obligations under this agreement. We may disclose your

(2)

information to our subcontractors) involved in the provision of the Services, including any subcontractors located outside of the United States. Upon request, we will be happy to provide details on the supervision and billing arrangements we use in connection with these professionals.

Confidentiality

"Confidential Information" means non-public information that a party marks as "confidential" or "proprietary" or that otherwise should be understood by a reasonable person to be confidential in nature. All terms of this engagement letter, including but not limited to fee and expense structure, are considered confidential.

C05972385 UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972385 Date: 10/21/2016
Confidential Information does not include any information which (i) is rightfully known to the recipient prior to its disclosure; (ii) is released to any other person or entity (including governmental agencies) without restriction; (iii) is independently developed by the recipient without use of or reliance on Confidential Information; or (iv) is or later becomes publicly available without violation of this engagement letter or may be lawfully obtained by a party from a non-party. Each party will protect the confidentiality of Confidential Information that it receives from the other party and, neither party will use or disclose any Confidential Information of the other party for any purpose other than to perform under this engagement letter or as required by applicable law, statute, rule, regulation or professional standard, without the other party's prior consent. If disclosure is required by law, statute, rule or regulation (including any subpoena or other similar form of process), or by professional standards, the party to which the request for disclosure is made shall (other than in connection with routine supervisory examinations by regulatory authorities with jurisdiction and without breaching any legal or regulatory requirement) provide the other party with prior prompt written notice thereof and, if practicable under the circumstances, allow the other party to seek a restraining order or other appropriate relief.

Our Responsibilities

We will perform the Services in accordance with the Standards for Consulting Services established by the American Institute of Certified Public Accountants. Accordingly, we will not provide an audit or attest opinion or other form of assurance, and we will not verify or audit any information provided to us.

Your Responsibilities

Our role is advisory only. You are responsible for all management functions and decisions relating to this engagement, including evaluating and accepting the adequacy of the scope of the Services in addressing your needs. You are also responsible for the results achieved from using the Services or deliverables, and it is your responsibility to establish and maintain your internal controls. You will designate a competent member of your management to oversee the Services. We expect that you will provide timely, accurate and complete information and reasonable assistance, and we will perform the engagement on that basis.

Fees and Expenses

There will be no fees or expenses charged for this specific engagement Termination and Dispute Resolution
Either party may terminate the Services by giving notice to that effect.

Any unresolved dispute relating in any way to the Services or this engagement letter shall be resolved by arbitration. The arbitration will be conducted in accordance with the Rules for Non-Administered Arbitration of the International Institute for Conflict Prevention and Resolution then in effect. The arbitration will be conducted before a panel of three arbitrators. The arbitration panel shall have no power to award non-monetary or equitable relief of any sort. It shall also have no power to award damages inconsistent with the Limitations of Liability provisions below. You accept and acknowledge

(3)

~~PROVISIONS~~

that any demand for arbitration arising from or in connection with the Services must be issued within one year from the date you became aware or should reasonably have become aware of the facts that give rise to our alleged liability and in any event no later than two years after any such cause of action accrued.

This engagement letter and any dispute relating to the Services will be governed by and construed, interpreted and enforced in accordance with the laws of the State of New York, without giving effect to any provisions relating to conflict of laws that require the laws of another jurisdiction to apply.

Limitations on Liability

Except to the extent finally determined to have resulted from our gross negligence or intentional misconduct, our aggregate liability to pay damages for any losses incurred by you as a result of breach of contract, negligence or other tort committed by us, regardless of the theory of liability asserted, is limited in the aggregate to no more than \$25,000. In addition, we will not be liable in any event for lost profits, consequential, indirect, punitive, exemplary or special damages. Also, we shall have no liability to you arising from or relating to third-party hardware, software, information or materials selected or supplied by you.

PwC is the U.S. firm of the global network of separate and independent PricewaterhouseCoopers firms (exclusive of PwC, the "Other PwC Firms"). During its performance of the Services, PwC may, in its discretion, draw on the resources of and subcontract to its subsidiaries, the Other PwC Firms and/or third party subcontractors (each a "PwC Subcontractor"), in each case within or outside of the United States. The IHRC agrees that PwC may provide information PwC receives in connection with this engagement letter to each PwC Subcontractor to perform the Services and/or for internal administrative and regulatory compliance purposes.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972385 Date: 10/21/2016
PwC will be solely responsible for the provision of the services (including those performed by the PwC Subcontractors) and the PwC Subcontractors, their and PwC's respective partners, principals or employees (collectively the "Beneficiaries") shall have no liability or obligations arising out of this engagement letter. The IHRC agrees to: (a) bring any claim or other legal proceeding of any nature arising from the Services against PwC and not against the Beneficiaries; and (b) ensure or procure that your consolidated subsidiaries or affiliates receiving services under this engagement letter who you bind to this engagement letter by its signature ("Client's Subsidiaries") do not assert any such claim or other legal proceeding against PwC or the Beneficiaries. If any of your Subsidiaries receive Services under this engagement letter, you agree to provide a copy of this engagement letter to such Subsidiaries, and you will notify them that although PwC Subcontractors may interact with them, the delivery of the Services is governed by the terms of this engagement letter (including the liability limitations herein), and your Subsidiaries should notify you of any disputes or potential claims arising from the Services. PwC disclaims any contractual or other responsibility or duty of care to any other subsidiaries or affiliates. While PwC is entering into this engagement letter on its own behalf, this section also is intended for the benefit of each PwC Subcontractor.

Other Matters

PwC is owned by professionals who hold CPA licenses as well as by professionals who are not licensed CPAs. Depending on the nature of the services we provide, non-CPA owners may be involved in providing services to you now or in the future.

No party to this engagement letter may assign or transfer this engagement letter, or any rights, obligations, claims or proceeds from claims arising under it, without the prior written consent of the other party, and any assignment without such consent shall be void and invalid. If any provision of this engagement letter is found to be unenforceable, the remainder of this engagement letter shall be enforced to the extent permitted by law. If we perform the Services prior to both parties executing this engagement letter, this engagement letter, shall be effective as of the date we began the Services. You

W

JB&ERHOUSE OPERS @

agree we may use your name in experience citations and recruiting materials. This engagement letter supersedes any prior understandings, proposals or agreements with respect to the Services, and any changes must be agreed to in writing through an amendment to this letter or a change order.

By entering into this engagement letter you are binding your subsidiaries and affiliates to the extent that you have authority to do so. We disclaim any contractual or other responsibility or duty of care to any other subsidiaries or affiliates.

We are pleased to have the opportunity to provide services to the interim Haiti Recovery Commission. If you have any questions about this engagement letter, please discuss them with David Jansen at [redacted] If the Services and terms outlined in this engagement letter are acceptable, please sign one copy of this engagement letter in the space provided and return it to the undersigned. You may return the signed copy to me by mail or air courier to 300 Madison Avenue, New York NY 10017, by facsimile to my attention at (613) 329-1128 or attached as a pdf, jpeg or similar file type to an e-mail to meat'

C05972385^{1ED} U.S. Department of State Case No. F-2015-16287 Doc No. C05972385 Date: (5)
10/21/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972385 Date:
10/21/2016

Very truly yours,

Private Rousseau Coopers LLP

By David Jansen Principal

Date: April 29, 2016

ACKNOWLEDGED AND AGREED;

Interim Haiti Recovery Commission

Signature of client official: _____

Jean-Max Bellerive Please print

name: _____

Prime Minister of the Republic of Haiti Co-Chair, Interim Haiti Recovery Commission

Title:

Date:

Signature of client official: _____

William J. Clinton Please print name: _____

Co-Chair, Interim Haiti Recovery Commission Title: _____

Date:

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. COS019050 Date:

10/20/2016

From: Mills, Cheryl D
Sent: Monday, June 14, 2010 10:51 AM
To: 'Andrew_Cavey'; Gabriel Verret; Laura Graham
Cc: cheryl-millsf; adesaf; RELEASE IN PART B6; garry.eonille; Oureshi.
Wamholz, Jean-Louis; Wevmouth, T. Clark;
Matwesh A: Donlev; Elizabeth M^ David Jansen;
imqraham^

Subject:

Attachments:

My comments on HL's last iteration of ppt (which had mckinsey's comments) and includes my new comments in purple this time and with deletions in places where nothing replaces it.

From: Andrew_Cavey
Sent: Monday, June 14, 2010 12:33 AM
To: Gabriel Verret; Laura Graham
Cc: cheryl-millsf; Mills, Cheryl D; adesaf; garry.eonille; Oureshi; Mahvesh A: Donlev; Elizabeth M.; David Jansen; f; imQrahamT
Erle_Braverman

Subject: IHRC Board mtg / Summary of all latest docs tonight

Good evening.

In an attempt to narrow the e-mail chains again, I have attached to this message all the latest documents, and summarised some of the open process questions that will need addressing before Thursday.

SOME CONTENT POINTS:

1. See latest iteration of McKinsey presentation, attached. It includes Cheryl's comments and another turn by the McKinsey team. We have listed the changes below.
2. We need to decide if / how we address project approvals +/- UN projects. (Michelle is organising a call for Monday)
3. HRF: we have reviewed the latest operating manual from the HRF and many questions remain critical and unresolved, despite the agreements at last week's DC meeting. We've summarised these in an attachment. (1. This process still allows for a project approved by the IHRC ED/Co-Chairs/Board to be rejected by the HRF Secretariat and Steering Committee; and 2. The HRF project approval criteria appear to be broader than those discussed last Thursday). Until we resolve these questions, we'll need to discuss as a group how we might present an opinion on Thursday, lest we experience another iteration of the coChairs' vitriol. We have sent the comments to Joe Leitman as well (at his request for feedback) so that he can start taking action too.
4. Ongoing open questions from Hogan - they will raise them on our call tomorrow before they can finalise their docs (presentation, Board script, resolutions)
6. Project concept notes. Following our call on Friday, artd JL's comments just received, we will do a new turn on them for integration into the online project template that will go live on 17 June. Note that we have also received comments from NGOs, and other donors (WB; IDB). This document can and should remain a living document that we iterate over the next 18 months.

SOME PROCESS POINTS:

- a. In the interest of time, we have sent these versions of the McKinsey presentation and Hogan presentations for translation. Therefore please mark any changes clearly (and do not integrate directly), so that we can help the translators
- b. CF will translate resolutions

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019050 Date;

10/20/2016

- c. McKinsey will arrange printing, but would request support from USG and / or Hogan to carry the documents from DC to PAP. We can discuss tomorrow.
- d. McKinsey has sent the presentation to our graphics' team to improve the look and feel. We will homogenise Hogan's ppt as well.
- e. Translation of website: I imagine that the website will be getting increasing interest over the coming week. I've read through the French version this evening and noticed quite a poor quality of translation. Laura – could you please ask your new translation vendors to do a fresh turn on it?

Thanks for all the comments this weekend.

Andrew

On McKinsey presentation:
Since CDM circulated edits we have made the following changes:

SLIDE 2

First bullet under "share information*" – The words "and accelerate*" have been added
Second bullet under 'Share information*' – changed from "share recovery progress and information transparently*" to 'Get (and use) the facts to monitor recovery progress and transparently share information'

SLIDE 3

Lead changed from 'With successful IHRC coordination and action – much can be done' to 'With successful coordination, much can be done' (IHRC reference has been removed as slide subject is BRR)

SUB E5

Second bullet point changed from 'Explicit mandate to sunset – success means ensuring Haiti's capacities to move Haiti's vision for the future forward when the IHRC closes its doors in 16 months' to "Explicit mandate to sunset – success means creating a new agency and set of capabilities to take the IHRC's place"
Third bullet point the words "setting high expectations for*" have been added

SLIDE 7

Third bullet under 'Communications and stakeholder outreach' changed from 'Leverage IHRC' to "Leverage Board and Staff
Added third bullet under "Monitoring" that states "Ensure projects and programs, and the IHRC, adhere to the highest level of governance and performance and are fully transparent"

SLIDE ORDER CHANGE– PAO slide changed from Slide 9 to Slide 10

SLIDE 9

Second heading changed from 'Explicit mandate to disappear*' to 'Explicit goal to sunset and transfer*' and first bullet point changed from 'GoH secondees to IHRC' to 'Ministry secondees side-by-side with IHRC staff'

SLIDE 12– Title under heading changed from 'Upcoming activities' and "Upcoming milestones"

SLIDE 14– Has been added until we see whether Hogan's presentation is updated to cover this point

Dr Andrew Cavey

McKinsey & Company, 1 Jewry Street, London, SW1Y 4UH, U.K.

* ConuWH fsp 8 feir +44 207 339.5196 mo*-'

E3 vndrew.oawy.

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•This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

+EB55aqB8ecaae55BBSaBBB«ett0BBesa3BBaOBB*BSSqBSa5BBSqe8BBBOBBaSi3BBS50BBBBt

From: Laura Graham
Sent: Wednesday, May 13, 2010 1:30 PM
To: Cheil O; Wamholi, Jean-Louis
Subject: FW: IHRC / Document for PM BeNerive
Attachments: discussion 20100504 Meeting with PM
and team vl.zip
Categories:

Red Category
RELEASE IN PART B5

B6

The document that preceded my yelling at Lynn and then David Chen last night.

From: Andrew Cavey
Sent: Tuesday, May 04, 2010 5:02 PM
To: Laura Graham
Cc: Amitabh Desai; aarv.conille
Subject: IHRC / Document for PM Belterive discussion

Laura,

Please find attached the document we will be using in our discussion with Prime Minister Bellerive this afternoon.

Best,
Andrew

Dr Andrew Cavey
McKinnon t Cocnewm, i Jwmyn Sbwt LondoivSWIY «JK u K

+ . ■ ■ ■ BOfliiBBanBPBBS6o BSBDQtBBSBBEaanBDbBIBB&BtaDSSSBBS&DfiavSDfiaBC3S8D&d3 +
This email is confidential and may be privileged, if you have received it in
error, please notify ua immediately and then delete it. please do not copy
it. disclose its contents or use it for any purpose.

From: Amitabh Desai!
Sent: Thursday, May 06, 2010 3:21 PM
To: UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972363 Date: 10/21/2016
Cc: Wamholz, Jean-Louis; garry.toffille!
Subject: RE:
Attachments: HRF Framework Document formatted.docx
Categories: Red Category

(attached is version joe leftmann sent on apr 28 – last version I have)

From: Mills, Cheryl D [mailHo:MillsCD<state.ao3.1](mailto:MillsCD@state.gov)
Sent: Thursday, May 06, 2010 3:19 PM
To: Laura Graham
Cc: Wamholz, Jean-Louis; Amitabh Desai; jnv.eo.riffle
Subject: RE:

DeMarcellus, Roland F

B6

I haven't see the white paper–can you tend to me.

Adding roland.

cmd

From: Laura Graham Sent: Thursday, May
06, 2010 12:53 PM To: Mills, Cheryl D
Cc: Wamholz, Jean-iouis; Amitabh Desai; [Qanv.conHlef](#)

] Subject:

Do you all have an update on the HRF/MDTF – The PM is still unhappy as Is BC. BC Is prepared to cair Zoelick in the
next day or 2 but needs an update on status. The white paper didn't make us feel better as they don't appear
to have made any changes in response to the concerns the US outlined as well as the PM has outlined directly. Garry C. is meeting
with Joe Udlitman tomorrow and so will raise a # of these issues and get an update but would be good to know where US and other
donors stand on this as of today.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972366 Date: 10/21/2016

B6

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972366 Date: 10/21/2016

From: Laura Graham <_____]]
Sent: Wednesday, May 05, 2010 6:41 PM Mills, Cheryl O; Gary Conille; Wamholz,
Jean-Louis – Amitabh Desai – Fw; bylaws – dean
To: 2010-05-02 IHRC bylaws doc VII, doc Red Category
Cc:
Subject:
Attachments: Clean copy reflecting everyone's edits. Pis review one last time.
Categories: Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton
The Clinton Foundation
55 W 125th St. NY, NY 10027

212-348-9855 fax

RELEASE IN PART B6

3

Please consider the environment before printing this e-mail

From: Amitabh Desai
To: Laura Graham
Cc: Amitabh Desai; Ana Maria Coronet
Sent: Wed May 05 18:02:08 2010
Subject: bylaws – dean

1

1

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972366 Date: 10/21/2016

From:	Laura Graham I *		
Sent:	Monday, May 17, 2016 10:01 AM		
To:	Mills, Cheryl O; Wamholz, Jean-Louis	RELEASE IN PART B6	B6
Cc:	Amitabh Desai		
Attachments:	* 20100516 Preparation for Board meeting v3.ppt		
Categories:	Red Category		

MX sent this am.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972366 Date: 10/21/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No.
C05972356 Date: 10/21/2016

From: Laura Graham f
Sent: Monday, May 17, 2016 10:03 PM Mills,
To: Cheryl Or Warmholz, Jeart-Louis
Cc: Amitabh Desai FW: Bylaws
Subject:
Categories:
Attachments;

20100429IHRC
bylaws doc v13.zip
RELEASE IN PART B6

Red Category

Ami, Carry and I are working through this latest draft, which contrary to MK's characterization, doesn't reflect all of our edits.

Sbnoo KannMir | McKmtay B Company
G1 Aurora Plie#, Ltvel 35, M PMlaSinM, Sydney NSW 2000,
■ HJMinmohEel (Australian mablIK II
BE-maE1 I- ■ . -----
^ nous craimrho drvianwa lictoro MUMB lis o nal

This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not * copy it, disclose its contents or use it for any purpose.

* i

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc, No.
C05972356 Date: 10/21/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-
16287 Doc No. C06019053 Date: 10/20/2016

From:	Laura Graham]	
Sent:	Monday, May 03, 2016 10:16 AM	Mills, Cheryl
To: ■	D; Warnhoiz, Jean-Louis	Amitabh Desai
Cc:	FW: Deliverables remaining for this week and overview of next week	
Subject:	20100430IHRC bylaws doc v1Otzp	
Attachments:		
Categories:	Red Category	

Please provide your thoughts as soon as possible, I am reviewing as we speak. Thnx.

This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not , copy it or disclose its contents or use it for any purpose.

UNCLASSIFIED U.S. Department of State Case No. F-2015-
16287 Doc No. C06019053 Date: 10/20/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No.
C05972380 Date: 10/21/2016

From: Donley, Elizabeth M. <elizabeth.donley@hoganfovelts.com> **RELEASE IN PART B6)**
Sent: Monday, June 14, 2010 9:53 AM
To: Mills, Cheryl D; Andrew.Cavej; Igraham| cheryl.mills| I adesai >94 I garry.eonilf
Wamholz, Jean-Louis; Weymouth, T. dart Qureshi, Mahvesh A'
Cc: mgrahamt
eric.bravemar| ---- I'
JWaldman, Robert J.;
Carrington, Wesley V.; Donley, Elizabeth M.
Subject: Article 26 of Bylaws; Issues List for 2:00 Call
Attachments: Article 26 of Bylaws.DOC^OOC; open issues 6.13 (2).DOC^DOC

As discussed. please find attached (1) an excerpt of Article 26 of the Bylaws (dealing with Project approval) and the definitions important to a review of this section, and (2) the Hogan Lovells informal list of open issues that need to be resolved in order to finalize the Bylaws, the Resolutions, the Script and the HL presentation to the Board.

We look forward to discussing these issues at 2:00.

Liz

From: Mills, Cheryl D [<mailto:MillsCD@state.gov>] Sent: Monday, June 14, 2010 9:53 AM
To: Andrew.Cavej; Igrahamf
Cc: cheryl.millsj
adesai y ■ □ garryjianiM Wamholz, Jean-Louis;
Weymouth, T. CBfkTUuresni, Mahvesh A; Donley, Elizabeth M.;
mgrahamj
j f Mills, Cheryl D

Subject: Re: Wk feoara mtg / summary of ail latest docs tonight

Thanks

Will reveit on ppt as based upon wording of changes, have a few to add.
One key issue for call is issue of bylaws and projects intended to be captured, something andrew highlighted based upon a flag I raised in hogan's ppt, which has led on a separate chain to a series of questions we need to address.
If we could put that early on the agenda for discussion that would be ideal.

I have a hard stop for me at 845am b/c of another meeting so if there are other items for which my participation is needed, if we could put at top of meeting that would be ideal. For me that also means the hrf issues (or that we need a Side call on hrf issues).

; ericjwavermar!

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No.
C05972380 Date: 10/21/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-

16287 Doc No. C06019053 Date: 10/20/2016

Also – andrew, note you pt re items being sent to translator. On ppt – you cant do track change so flag this to note changes will be fn text – will try to change xolor font but fyl.

UNCLASSIFIED U.S. Department of State Case No. F-2015-

16287 Doc No. C06019053 Date: 10/20/2016

From: AndrewjCavey | <Andrew_Cavey@ |
To: Gabriel Vegeti | Y: LauraGraham | i
Cc: cheryl.millsf | Milts, Cheryl D; adggail |
1; qarryxonlBel | f Wamholz, Jean-Louis;
Weymouth, T. Clark <t.weymouth@ahoganlovells.com>; Qureshi, Mahvesh A <mahvesh.qureshi@hoganlovefe.com>; Donley, Elizabeth M. <elizabeth.donlev@hoganlovefe.com>; David Jansen | ~

Eric Braverman.

sent: non Jun 14 00:33:28 2010

Subject: IHRC Board mtg / Summary of all latest docs tonight Good evening.

In an attempt to narrow the e-mail chains again, I have attached to this message all the latest documents, and summarised some of the open process questions that will need addressing before Thursday.

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- b. CF will translate resolutions
- c. McKinsey will arrange printing, but would request support from USG and / or Hogan to carry the documents from DC to PAP. We can discuss tomorrow.
- d. McKinsey has sent the presentation to our graphics' team to improve the look and feel. We will homogenise Hogan's ppt as well.
- e. Translation of website: I imagine that the website will be getting increasing interest over the coming week. I've read through the French version this evening and noticed quite a poor quality of translation. Laura – could you please ask your new translation vendors to do a fresh turn on it?

Thanks for all the comments this weekend.

Andrew

On McKinsey presentation:

Since CDM circulated edits we have made the following changes:

SLIDE 2

First bullet under 'share information*' – The words 'and accelerate*' have been added

Second bullet under 'Share information' – changed from "share recovery progress and information transparently*" to "Get (and use) the facts to monitor recovery progress and transparently share Information"

SLIDE 3

Lead changed from "With successful IHRC coordination and action – much can be done" to "With successful coordination, much can be done" (IHRC reference has been removed as slide subject is BRR)

sgpJLs'

Second bullet point changed from 'Explicit mandate to sunset – success means ensuring Haiti's capacities to move Haiti's vision for the future forward when the IHRC closes its doors in 16 months' to 'Explicit mandate to sunset – success means creating a new agency and set of capabilities to take the IHRC's place'

Third bullet point the words "setting high expectations for" have been added

■ SLIDE 7

Third bullet under 'Communications and stakeholder outreach' changed from "Leverage IHRC" to 'Leverage Board and Staff

Added third bullet under "Monitoring" that states 'Ensure projects and programs, and the IHRC, adhere to the highest level of governance and performance and are fully transparent'

SLIDE ORDER CHANGE– PAO slide changed from Slide 9 to Slide 10

SLIDE 9

Second heading changed from 'Explicit mandate to disappear' to "Explicit goal to sunset and transfer" and first bullet point changed from "GoH secondees to IHRC" to 'Ministry secondees side-by-side with IHRC staff

SLIDE 12– Title under heading changed from 'Upcoming activities' and 'Upcoming milestones'

SLIDE 14– Has been added until we see whether Hogan's presentation is updated to cover this point

Dr Andrew Cavey

McKinsey & Company, 1 Jermyn Street, London, SW1V 4UH, UK. *

8 ttjt | < for +44 207 339 5155 > BWtf

– E3 andrewcavey, | *

4SBfeD3BBBBBfle9 & ±BBBBEBdBonUBBaBBBOBiaIS&B33effSBBBBB9nRSatIBrteSBBCliaD±B&BSBi

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4-BB98BBSBBB8BBBbaeaabDBeBB8aBS=SeC3BBBBSBSSB=BaB?GQeflBe5sSBSBBBSBBSf:aBBtt4

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UNCLASSIFIED

U.S.

Department of

State Case No.

F-2015-

16287 Doc

From:

To:

CC:

Date:

10/20/2016

Mills, Cheryl D
Friday, June 11, 2016 12:46 PM
'Gabriel Verref, 'laura
cheryl.millsT
Oesai; cheryl jni[lg_
garry.conillel
J 'Andrew.CaveiT
Waldman, Robert J.; David Jansen;
~j Donley, Elizabeth M.;
1 Qureshi, Mahvesh A; 'Weymouth, T. Clark*; Wamhob,
j Eric_8raverman[

RELEASE IN
PART B6

Subject: -McKinsey Board PPT Presentation - COM Comments
Attachments: 2010-06-11 IHRC Overview Board June 17 Presentation v14 - cdm.ppt

From: Andrew_Cavey Sent: Friday, June 11, 2016 11:41 AM To: Mills, Cheryl D; cheryl.mills
[mailto:Andrew_Cavey]

Subject: Fw: IHRC / Potential project approval criteria, Presentation, Co-Chair talking points

Cheryl - please see attached McKinsey presentation. I presume the other documents that I'd sent below are bottled up in the system (the attachments were large), but if you don't get them either, just let me know.

Best
Andrew

Gabriel/Laura et al:

Attached is my suggested revisions to the PPT in text (can't redline).

I deleted additional back-up slide that I did not pull up into the presentation (t think only a blank one and the one that goals through bylaws approval process which I assume will be in Hogans).

Jean-Louis - please see slide 7 and 9 in this presentation to address PAO function.

Thanks.

cdm

Or Andrew Cavey
McKinsey & Company, 1 Jeimyn Street London, SW1V 4UH, U.K.
B M1 » fax: *44.207.339.5158 B mW
0 endfpwjcaveyj "I

— Forwarded by Andrew Cavey/LON/fiwope/MCKINSEY on 1100201016:31 -
From: Andrew Cavay/LOWEurope/MCKINSEY
To: Gabriel Verref, 'Laura Graham*
J dieryl.mllb' [David Jansen f
Ck adress(1 <elaabeOt.tfeniey@hosanloveils.com>, eary.conite j
<fl)8tvesh.qun\$hiStasanlovelta.00fl>, A' i CFSFTMB WdVKiBi: "wawman, Robed J.": "Quresfil, Mahvesh
mgaolmfc ^ldtnanfl twpfIn |nyrtii<.com>". *WeymauTli, T. ciart' <.weympuihfhooantwana.e Wamhojij@sla>.Oov
<rabert.wawmanbhopflrinwfltwy>". J@state.eoY>.. Brte Brava rmartfOCG/NorftAmepcBridCKINSEY
I Bit..
rthAmeitee/MCKINSEY"

UNCLASSIFIED

U.S.

Department of

State Case No.

F-2015-

16287 Doc

No.

C06019086

Date:

10/20/2016

ale- 11A-Q01013:30
Subject IHRC / Potential project approval criteria, Presentation, Co-Chair talking points

In advance of our debrief, I've attached a few documents that will be needed for internal preparation for the Board meeting:

1- **Project approval criteria for Board:** several people have asked what the Board approval criteria could be. Please see attached memo and backup slide, as thought starters, based on BRR criteria. By the way, I also noticed that of the 12 projects submitted by UN agencies (that I forwarded this morning), four were over \$20M, and four were requested HRF funding (though one of them had a few million dollars from other sources too).

2- McKinsey presentation. Note that is still a draft and we will continue to make changes in parallel even as we collect early comments from the group. Also, there will possibly be significant changes to the graphical look please do not focus your attention there.

3- **Co-Chair talking points.** We presume that the CF team will refine President Clinton's points independently, as they did for Punta Cana.

After our discussion yesterday, we will be sending a revised budget by COB today. This will include a low-high ranges, staff sizing including secondments, a separate bottom-up analysis of staff size, without any capping.

Look forward to your comments and our discussion.

Best,
Andrew

[attachment "20100608 Project approval process_Board memo_v4.zip" deleted by Andrew Cavey/LON/Europe/MCKINSEY]
[attachment "20100608 Project approval process_Board appendix v4.zip" deleted by Andrew Cavey/LON/Europe/MCKINSEY]
[attachment "20100617 IHRC Overview Board June 17 Presentation v1.4.zip" deleted by Andrew Cavey/LON/Europe/MCKINSEY]
[attachment "20100610 IHRC 17 June Board meeting co chair talking points_v5.zip" deleted by Andrew Cavey/LON/Europe/MCKINSEY]

Dr Andrew Cavey

McKinsey & Company, 1 Jermyn Street, London, SW1Y 4UH, U.K.

@ W-1 _____ 1 a fa; *44.207.336.5156 8 moft[

El andrew^cavey

From: Andrew CavBvfl.OWEufGPB>MCKINSEY Gabriel

To: Verret 1 "Laura Graham"

Cc: >sa

<etixabeh.<ioniey@rt^ahlayella.com>, BSFTyxHwt David Jansen [Donley, EfaatwthM. j ■Qureshi, Mahvesh A* ienlwells.com>.
<mahvesh.queshi@hoganiowell9.co.in>, Cheryl MIBs «Miis(:[l^sule.aov». 'Wa'dman. Robert J* <robert.watdmani CferV
<LweymouWBth>flantevBlh.oom>. WamhetJ @stale gov <WamhotrJ@

TiiiloniniAAj/NBn _ _ _ _ _>■■■■"

11/08/201008:31

Date-
Subject- IHRC / Projects proposed by UN

B6

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)

Hello,

The IHRC received yesterday the attached 10 proposals from various UN agencies. Four of these are over \$10M.

I look forward to our group discussion on how we approach project approvals in the Board meeting.

I'd suggest for these projects (which the UN agencies prepared in IHRC concept note format), two options:

1. CONDITIONAL APPROVALS for all projects over \$10M
2. CONDITIONAL APPROVALS for all projects over \$10M, AND Exec Committee to APPROVE the six smaller projects (under \$10M) and "announce" them at the Board.

Either option would show immediate forward progress of the IHRC, push the impression that the IHRC is not here as a bottleneck, and avoid slighting the UN agencies that have put a lot of work into these proposals. Until further Commission infrastructure is in place, I don't feel completely comfortable asking the Board to approve the big projects (one is at \$80M) without some thorough assessment measures.

I will have a closer read of these before our conversation to help summarise. (A further issue is that some of these projects are funded, I think, and others will seek HRF funding: for those seeking HRF Funding we might not want to put the Board in a position where they are approving a large % of the entire total HRF budget. We can discuss).

Best,
Andrew

[attachment "Submission_UN_proposals_CIRH_2.zip" deleted by Andrew Cavey/LON/Europe/MCKINSEY] [attachment "Submission_UN_proposals_CIRH_1.zip" deleted by Andrew Cavey/LON/Europe/MCKINSEY]

Dr Andrew Cavey

McKinsey & Company, 1 Jermyn Street, London, SW1Y 4UH, U.K.

tel [redacted] fax, +44.207.339.5150 mob [redacted]

SI andrew_ea>

^B0IBBBD5asBB5 B0 SB BBK BB0BBBOPBBBCQt0CB QDB5BB55 BB BBB BB55aBBBB5 bB9Bf0BB3Bf0Bf

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UNCLASSIFIED U.S. Department of State Case No. F-2015-16313 Doc No.
C06013198 Date: 10/18/2016

From: laura
Sent: Thursday, April 28, 2011 8:29 AM
To: Milts, Cheryl D; Laura Graham Doug Band; Justin
Cc: Cooper; Abedin, Huma
Subject: Re: Haiti inauguration

Blue Category

RELEASE IN PART BB

B6

Categories: Yes

Sent via BlackBerry by AT&T

From: "Mills, Cheryl D" <MillsCD@state.gov>
Pate: Thu, 28 Apr 2011 08:30:47 -0400
To: <auraj_____>
Cc: Doug Band _____ | Justin Coopeti _____ ^ Abedin,
Huma <AbedinH@state.gov>
Subject: RE: haiti inauguration

Yep – can you by noon?

From: laura _____ | [mailto:C
Sent: Thursday, April 28, 2011 8:28 AM
To: Laura Graham; Mills, Cheryl D
Cc: Doug Band; Justin Cooper; Abedin, Huma
Subject: Re: haiti inauguration

Need ask him first is what I meant.

Sent via BlackBerry by AT&T

From: <laura(_____)>
Date: Thu, 28 Apr 2011 12:27:10 +0000
To: Cheryl Mills <miliscd@state.gov>; Laura Graham
ReplyTo: <laurg' _____>
Cc: Doug Bang _____ }; Justin Coopei _____ | Abedin.
Huma <AbedinH@state.gov>
Subject: Re: haiti inauguration

Need ask

Sent via BlackBerry by AT&T

From: "Mills, Cheryl D" <MillsCD@state.gov>
Date: Thu, 28 Apr 2011 04:45:05 -0400
To: <laura(_____)>

Cc: <doud _____> [<justiii _____>]; Abedin, Huma <AbcdinH@state.gov>
Subject: Re: haiti inauguration

35

K

.We have to recommend delegation head today so do you want us to rec him or not?

From: laural _____ i [mailto: _____]
Sent: Thursday, April 28, 2011 10:06 AM
To: Mfils, Cheryl D; Laura Graham < _____>
Cc: Doug Band [_____] ? Justin Cooper [_____] Abedin, Huma
Subject: Re: haiti inauguration

Was initially interested in going but then decided against. Too much travel and his schedule next 2 months is crazy. May change his opinion if asked to lead US delegation so would need ask him but not sure of schedule for that day.

Sent via BlackBerry by AT&T

From: "Mills, Cheryl D" <MillsCD@state.gov>
Date: Wed, 27 Apr 2011 20:14:25 -0400 To: <laural _____>
Cc: Doug Band [_____] \ Justin Cooper [_____] Abedin, Huma <AbcdinH@state.gov>
Subject: haiti inauguration

We are going to propose a delegation to the WH for the Haiti inauguration.

■HRC is not going to attending having hosted him here last week.

I think it makes sense to propose WJC as the head of the US delegation (Mulet is going to be representing the UN).

Before I even float that anywhere, wanted your 1) sense and 2) whether he is going or . debating going.

cdm

Cc: <douff' kjustirj f; Abedin, Huma<AbedinH@state.gov>

B6

Subject: Re: haiti inauguration K

We have to recommend delegation head today so do you want us to rec Mm or not?

From: [aural I [mailto: ' []
Sent: Thursday, April 28, 2011 04:06 AM
To: Mills, Cheryl D; Laura Graham I >
Cc: Doug Band I jjustin Cooperj Abedin, Huma
Subject: Re: halt! Inauguration

Was initially interested in going but then decided against. Too much travel and his schedule next 2 months is crazy. May change his opinion if asked to lead US delegation so would need ask him but not sure of schedule for that day.

Sent via BlackBerry by AT&T

From: "Mills, Cheryl D" <MillsCD@state.gov>
Date: Wed, 27 Apr 2011 20:14:25 -0400 To: daura]_.
Cc: Doug Bandj] JustinCoopeti . k Abedin,
Huma<AbedinH@state.gov>
Subject: haiti inauguration *

We are going to propose o delegation to the WH for the Haiti inauguration.

HRC is not going to attending having hosted him here last week.

I think it makes sense to propose WJC as the head of the US delegation (Mulel is going to be representing the UN),

Before I even float that anywhere, wanted your 1] sense and 2) whether he is going or debating going.

cdm

i

From: Isura
Sent: Thursday, August 18, 2011 3:11 PM
To: Terry Krinviq Laura Graham; Mills, Cheryl O; Doug Band
Subject: Re: UNGA and Haiti
Categories: Blue Category

RELEASE IN PART B6

Its not a stop by. BC is moderating it w Martelly and announcing the PIAB which Dennis also sits on.

B6

Sent via BlackBerry by AT&T

From: Terry KrinviC
Date: Thu, 18 Aug 2011 14:54:22 -0400 To: Terry KrinviC
launj _____ ^ ^y j ^H]s<mO]scc@state.gov>; Doug Band
PC<doug@presidentclinton.com>
Subject: RE: UNGA and Haiti

Correction:
Make CGI Haiti Action Network stop by Wednesday September 21 between sometime between 5 - 7pm.

From: Terry KrinviC
Sent: Thursday, August 18, 2011 2:51 PM
To: 'laurq _____' 1 Cheryl Mills; Doug Band • PC
Subject: RE: UNGA and Haiti

CGI told me they are holding time on Tuesday, September 20th for WIC to stop by the Haitian Action Network Im also now slotting (time ibd) for the Haiti Xey players meeting per CDM below.

I have to work on this PIAB mtg. I have nothing to give CGI week. Can we do Oct 6?

From: lauraj _____]mafft
Sent: Thursday, August 18, 2011 10:09 AM
To: Cheryl Mills; Terry KrinviC; Laura Graham; Doug Band • PC
Subject: Re: UNGA and Haiti

Can u give me a date for CGJ workshop and PAIB launch? Sent via BlackBerry
by AT&T

From: "Mills, Cheryl D" <MillsCD@state.gov>
Date: Thu, 18 Aug 2011 07:38:10 -0400 To: Terry Krinvid <1BUKT _____> 1; Dnue Band-
PCI
6T

Subject: RE: UNGA and Haiti thanks

From: Terry Krinivc [mailto:~]
Sents Thursday, August 18, 2011 7:07 AM
To: Mills, Cheryl O; laura! Doug Band - PC
Subject: Re: UNGA and Haiti.

gg

It work date wise

Deffer to lg/db on anything else

/

From: Mills, Cheryl D <MHlsCD@gstate.gov>
To: laura! Terry Krinivc; Doug Band- PC
Sent: Thu Aug 18 05:35:10 2011
Subject: Re: UNGA and Haiti

Is this a yes for the 19th by WJC?

From: laura! [mailto:~]
Sent: Wednesday, August 17, 2011 08:13 PM
To: Mills, Cheryl D; Terry Krinivc ~*1: Doug Band (h~ Laura
Graham I
Cc: Adams, Thomas C Subject:
Re: UNGA and Haiti

Do we have a date for our workshop w MM - that we need nail down first. We will also launch the PAIB that day. I understand from Greg we are still awaiting a date. Pis confirm that first. CDM-1 spoke to him and his folks and they want to do the meeting.

Sent via BlackBerry by AT&T

From: "Mills, Cheryl D" <MillsCD@state.gov>
Date: Wed, 17 Aug 2011 18:45:39-0400
To: Terry Krinivc]; Doug Band - PC~ f:
Laura
Graham]
Cc: Adams, Thomas C <AdamsTC@state.gov>
Subject: RE: UNGA and Haiti

Haiti Key Players Meeting

From: Terry Krinivc [mailto:*]
Sent: Wednesday, August 17, 2011 6:39 PM To: Mills,
Cheryl D; Doug Band * PC; Laura Graham Cc: Adams,
Thomas C Subject: RE: UNGA and. Haiti

Im not sure what the event is, but the 19th works well for WJC
23* works too but he will be coming off CGI so I was trying to preserve most of the day down til evening.

From: Mills, Cheryl O [mailto:MfilsCD@state.gov] Sdnt:
Wednesday, August 17, 2011 6:31 PM To: Doug Band -
PC; Laura Graham; Terry Krinivc

K

From: Ooug Band [mailto:
Sent: Wednesday, August 17, 2011 11:26 PM To: Mills, Cheryl D; Laura Graham; Terry Krinovic 2 Cc:
Adams, Thomas C Subject: Re: UNGA and Haiti

Either works

But nothing in between Correct tk?

From: Mills, Cheryl D [mailto:MillsCD@istate.gov]
Sent: Wednesday, August 17, 2011 06:24 PM
To: Laura Graham
Cc: Adams, Thomas C <AdamsTC@stBte.gov>; Doug Band Subject: UNGA and Haiti

i have not yet heard back from President Martelly or his team regarding UNGA and we are coming up on what would be the 30 day notification should we proceed with the event.

Right now, our folks are tentatively slating 19 September (in am) for the event on the theory that this is best day for WJC; the alternative is 23 Sept.

Can you advise on WJC availability given CGI

r

i

From: Laura
Sent: Sunday, September 18, 2011 6:30 PM
To: Abedin, Huma; Laura Graham; Mills, Cheryl D; Garcia, Grace A; Iqrahanf
Cc: Margaret Steenburg
Subject: Re: Martelly wants to see hrc and wje prior to going into the room. He wants 1 minute to say hi privately. Is that possible?

RELEASE IN PART B6

Categories: BlueCategory

640
Sent via BlackBerry by AT&T

—Original Message—

From: "Abedin, Huma" <AbedinH@state.gov> Date: Sun, 18 Sep 2011 18:05:31
To: <laura@state.gov>; Mills, Cheryl D<MillsCD@state.gov>; Garcia, Grace A<GarciaGA@state.gov>;
<lgrahamf@state.gov>
Cc: <msteenburg@state.gov>
Subject: Re: Martelly wants to see hrc and wjc prior to going into the room. He wants 1 minute to say hi privately. Is that possible?

That's new
So when does he depart waldorf?

— Original Message —

From: laural@state.gov |mailto:
Sent: Sunday, September 18, 2011 05:52 PM
To: Abedin, Huma; Laura Graham |mailto:
Igrahamf@state.gov ~
Cc: Margaret Steenburg |mailto:
Subject: Re: Martelly wants to see hrc and .wjc prior to going into the room. He wants 1 minute to say hi privately. Is that possible?

Change in plan. He's going to the today show set. Not sure why change. Margaret?
Sent via BlackBerry by AT&T

—Original Message—

From: "Abedin, Huma" <AbedinH@state.gov>
Date: Sun, 18 Sep 2011 17:44:06
To: <jaurg@state.gov>; Mills, Cheryl D<MillsCD@state.gov>; Garcia, Grace A<GarciaGA@state.gov>;
<lgrahamC_@state.gov>
Cc: cmsteenburg@state.gov
Subject: Re: Martelly wants to see hrc and wjc prior to going into the room. He wants 1 minute to say hi privately. Is that possible?

I am confused
Thought he was taping at waldorf at 7am, then coming to suite and they go together?

— Original Message —

Sent: Sunday, September 18, 2011 05:35 PM
To: Abedin, Huma; Laura Graham; Mills, Cheryl D; Garcia, Grace A; iRaham
Cc: Margaret Steenburg
Subject: Re: Martelly wants to see hrc and wjc prior to going into the room. He wants 1 minute to say hi privately. Is that possible?

Wjc meeting her at intercon. He has live interview at the today show beforehand.
Sent via BlackBerry by AT&T

—Original Message—

From: "Abedin, Huma" <AbedinH@state.gov>
Date: Sun/18 Sep 2011 7:18:34
To: <laural> fr: Mills, Cheryl D <MillsCD@state.gov>; Garcia, Grace A <GarciaGA@state.gov>; <lirahamF>
Cc: <msteenburgI>
Subject: Re: Martelly wants to see hrc and wjc prior to going into the room. He wants 1 minute to say hi privately. Is that ; possible?

Did we not get room at waldorf? Figured they would go together

— Original Message —

From: laurat [mailto:]
Sent: Sunday, September 18, 2011 04:57 PM
To: Mills, Cheryl D; Garcia, Grace A; Abedin, Huma; lgraham
Cc: Margaret Steenburg
Subject: Re: Martelly wants to see hrc and wjc prior to going into the room. He wants 1 minute to say hi privately. Is that possible?

BC should be at intercon by 8am. He has a live interview at the Today Show. Even w traffic he should be there by 815am Sent via BlackBerry by AT&T

—Original Message—

From: "Mills, Cheryl D" <MillsCD@state.gov>
Date: Sun, 18 Sep 2011 6:51:35
To: Garcia, Grace A <GarciaGA@state.gov>; Abedin, Huma <AbedinH@state.gov>; <lirahamI>
Subject: Re: Martelly wants to see hrc and wjc prior to going into the room. He wants 1 minute to say hi privately. Is that possible?

So we could do it there and come down separately?

My key issue is actually starting at 830am (we promised FM Brazil if we can he could speak early and leave early like S and he has moved back a breakfast to do so.

Could we really get them there at 815am so they could leave at 825am

— Original Message —

From: Garcia, Grace A
Sent: Sunday, September 18, 2011 04:47 PM
To: Mills, Cheryl D; Abedin, Huma; lgrahamI

C06017675 U.S. Department of State Case No. F-2015-16286 Doc No. C06017675 Date: 09/13/2016
Subject: Re: Martelly wants to see hrc and wjc prior to going into the room. He wants 1 minute to say hi privately. Is that possible?

We have 2 holds 1 for Clinton and 1 for S on 2nd floor

— Original Message —

From: Mills, Cheryl O

Sent: Sunday, September 18, 2016 4:43 PM

To: Abedin, Huma; 'igrahaml

Cc: Garcia, Grace A

Subject: Re: Martelly wants to see hrc and wjc prior to going into the room. He wants 1 minute to say hi privately. Is that possible?

Laura

My chief issue is whether this then means they all come in together?

Gues we could hold Martelly back until they were in.

Where would we do this if we did it?

Adding grace (grace note small distribution and that I have not responded to shilpa yet so pls close hold as you advise on location options} Cdm

—Original Message —

From: Abedin, Huma

Sent: Sunday, September 18, 2016 4:32 PM

To: Mills, Cheryl O; 'igrahamf~

Subject: Re: Martelly wants to see hrc and wjc prior to going into the room. He wants 1 minute to say hi privately. Is that possible?

Good here

— Original Message —

From: Mills, Cheryl D

Sent: Sunday, September 18, 2016 4:29 PM

To: Abedin, Huma; 'igrahaml

Subject: Fw: Martelly wants to see hrc and wjc prior to going into the room. He wants 1 minute to say hi privately, is that possible?

Thoughts?

— Original Message —

From: Pesaru, Shilpa

Sent: Sunday, September 18, 2016 4:25 PM To: Mills, Cheryl D; Garcia,

Grace A; Jones, Natalie R

Subject: Martelly wants to see hrc and wjc prior to going into the room. He wants 1 minute to say hi privately. Is that possible?

UNCLASSIFIED U.S.
Department of State Case
No. F-2015-10280 Doc
No. COS017302 Date:
10/19/2016

[RELEASE IN PART B6]

From: . laure£]
Sent: Thursday, April 28, 2011 5:29AM
To: Mills, Cheryl D; Laura Graham
Cc: Ooug Sand; Justin Cooper; Abedin, Hums
Subject: Re; Haiti inauguration

Categories: Blue Category

B6

Yes

Sent via BlackBerry by AT&T

From: "Mills, Cheryl D" <MillsCD@state.gov>
Date: Thu, 28 Apr 2011 08:30:47 -0400
To: <lauraf~>
Cc: Doug Banti;) Justin Cooper
Huma <AbedinH@state.gov>
Subject: RE: haiti inauguration

Abedin,

B6

Yep - can you by noon?

From: laura
Sent: Thursday, April 28, 2011 8:28 AM To:
Laura Graham; Mills, Cheryl D Cc: Doug Band;
Justin Cooper; Abedin, Huma Subject: Re: haiti
Inauguration

B6

Need ask him first is what I meant.

Sent via BlackBerry by AT&T

From: <laur£>
Date: Thu, 28 Apr 2011 12:27:10 +0000
To: Cheryl Mills <m i l l s c d @ s t a t e . g o v > ; Laura Grahman
ReplyTo: <laura/_____] j
Cc: Doug Band <|_____] Justin Cooper^
Huma <AbedinH@state.gov>
Subject: Re: haiti inauguration

; Abedin,

B6

Need ask

Sent via BlackBerry by AT&T

From: "Mills, Cheryl D" <MillsCD@state.gov> Date: Thu,
28 Apr 2011 04:45:05 -0400 To: <lauraj~ 1

B6

UNCLASSIFIED U.S.
Department of State Case
No. F-2015-10286 Doc
No. C06017302 Date:
10/19/2016

Cc: <dougj cjustinj ; Abedtn, Huma<AbedinH@state.gov>

B6

Subject: Re: haiti inauguration We have to recommend delegation head today so do you

want us to rec him or not?

86

From:
Sent: Thursday, April 27, 2011 10:14:25 AM
To: Mills, Cheryl D; Laura Graham I
Cc: Doug Baird Justin Cooper < Justin Cooper < Abedin, Huma
Subject: Re: haiti inauguration

Was initially interested in going but then decided against. Too much travel and his schedule next 2 months is crazy. May change his opinion if asked to lead US delegation so would need ask him but not sure of schedule * for that day.

Sent via BlackBerry by AT&T

From: "Mills, Cheryl D" <MillsCD@state.gov>
Date: Wed, 27 Apr 2011 20:14:25 -0400
To: <laurad I
Cc: Doug Baird \ Justin Coopej Abedin, Huma<AbedinH@state.gov>
Subject: haiti inauguration

B61

We are going to propose a delegation to the WH for the Haiti inauguration,

HRC is not going to attending having hosted him here last week.

I think it makes sense to propose WJC as the head of the US delegation (Mulet is going to be representing the UN):

Before I even float that anywhere, wanted your IJ sense and 2) whether he is going or debating going.

Cdm

UNCLASSIFIED U.S. Department of State Case No. F-2015-16286 Doc No. C05017308 Date: 10/19/2015
From: Mills, Cheryl D
Sent: Thursday, April 28, 2011 8:24 AM
To: Abedin Huma
Subject: RE: Haiti inauguration
Categories: Blue Category

RELEASE IN PART B6

Laura said last night they thought it was too much for him to go.

From: Abedin, Huma
Sent: Thursday, April 28, 2011 8:08 AM
To: Mills, Cheryl D
Subject: Re: haiti inauguration

Only sending you
On plane yesterday, he def seemed like he was considering it. Asked her what she thought.

From: Mills, Cheryl D
Sent: Thursday, April 28, 2011 04:45 AM
To: 'laurafi'

B6

Cc: 'doug' | 'lusting'
| Abedin, Huma
Subject: RE: Haiti inauguration

i

K

We have to recommend delegation head today so do you want us to rec him or not?

From: laura]
Sent: Thursday, April 28, 2011 04:06 AM
To: Mills, Cheryl D; Laura Graham
Cc: Doug Band | Justin Cooper | Abedin, Huma
Subject: Re: haiti inauguration

Was initially interested in going but then decided against. Too much travel and his schedule next 2 months is crazy. May change his opinion if asked to lead US delegation so would need ask him but not sure of schedule for that day.

Sent via Blackfierry by AT&T

From: "Mills, Cheryl D" <MillsCD@state.gov> Date;
Wed. 27 Aar 2011 20:14:25 -0400 To: <laura
Cc: Doug Band]
Justin Cooper
Huma <AbedinH@state.gov> Subject; haiti inauguration

; Abedin,
/

n

B6

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■ Before I even float that anywhere, wanted your 1) sense and 2) whether he is going or debating going.

cdm

B6

From: Laura Graham <lgraham@clintonfoundation.org>
Sent: Friday, January 28, 2011 2:02 PM
To: Abedin, Huma fte: haiti
Subject: Blue Category

RELEASE IN PART B6

Categories:

Thanks again. Looking forward to it!
Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton
The Clinton Foundation
55 W 125th St, NY, NY 10027
212*348*1779 phone
212-348-9855 fax
lgraham@clintonfoundation.org
Laura; . . .

B6

Please consider the environment before printing this e-mail

From: Abedin, Huma
To: Laura Graham
Sent: Fri Jan 28 17:42:49 2011
Subject: RE: haiti
Let me know if you have any issues at any point

From: Laura Graham (mailto:lgraham@clintonfoundation.org)
Sent: Friday, January 28, 2011 5:39 PM To: Bennett, Virginia L; Valmoro, Lona J;
Abedin, Huma; Johnson, Andrew C Subject: Re: haiti

B6,

Thanks. Andrew-I'm In Haiti. You can reach me on email: lgraham@clintonfoundation.org
cell? Laura Laura Graham Chief Operating Officer & Chief of Staff to
President Clinton The Clinton Foundation .
55 W 125th St, NY, NY 10027
t. Inhome
212-348-9855 fax Lgraham@clintonfoundation.org ~
Laura

What's

B6

B5I

Please consider the environment before printing this e-mail

From: Bennett, Virginia L
To: Valmoro, Lona J; Laura Graham; /bedin, Huma; Johnson, Andrew C Sent: Fri Jan 28 17:35:10 2011 Subject: RE: haiti
Hi Laura, looking forward to meeting you, looping in our advance on the ground in Port au Prince now, Andrew Johnson.

From: Valmoro, Lona J
Sent: Friday, January 26, 2011 4:56 PM
To: 'Laura Graham'; Abedin, Huma; Bennett, Virginia L
Subject: RE: halt!

Win dot

From: Laura Graham [mailto:]
Sent: Friday, January 28, 2011 4:53 PM **To:** Valmoro, Lona J;
Abedin, Huma; Bennett, Virginia L **Subject:** Re: halt!

Great Just tell me where and when to meet for tarmac. See you Sunday. Thx tg Laura
Graham Chief Operating Officer & Chief of Staff to President Clinton The Clinton
Foundation 55 W 125th St. NY, NY 10027 I [] phone
212-346-9855 fax []
tgrahamj []
Laura

' Please consider the environment before printing this e-mail

From: Valmoro, Lona J
To: Abedin, Huma; Bennett, Virginia L; Laura Graham.
Sent: Fri Jan 28 16:42:36 2011
Subject: RE: halU ")
Laura, you will get our final on Saturday night when I send it out okay?

From: Abedin, Huma
Sent: Friday, January 28, 2011 4:36 PM . []
To: Bennett, Virginia L; Valmoro, Lona J; '(graham []
Subject: halt! []

Uura -I am looping you In with Virginia and lona Our
advance isn't on ground yet
But Vlrlnia/lona will make sure someone emails you final schedule (what I sent you was pretty close)
And they will tell you where to be and when so you can meet us on tarmac and will be manifested is all our motorcade movements

UNCLASSIFIED U.S. Department of State Case No. F-2015-
16286 Doc No. C06017336 Date: 10/19/2016

From: Amitabh Desai
t: Friday, April 05, 2011 2:49 PM Fuchs, Michael H;
Sent: Mills, Cheryl P; Abedin, Huma; Sullivan, Jacob J
To: McDonald, Kara C- laur Re: UN
Cc:
Subject:

RELEASE IN PART B6

B6

Categories: Blue Category

WJC meeting with unsg was postponed, may be early next week. Where can we get HRC's TPs on US funding for the UN (given Ban's lobbying yesterday)? Thanks.

From: Fuchs, Michael H
To: Mills, Cheryl D; Amitabh Desai; Abedin, Huma; Sullivan, Jacob J
Cc: McDonald, Kara C; Laura Graham
Sent: Mon Apr 04 15:31:12 2011
Subject: RE: UN
Will try to get something asap

From: Mills, Cheryl D
Sent: Monday, April 04, 2011 3:20 PM
To: 'Amitabh Desai'; Abedin, Huma; Fuchs, Michael H; Sullivan, Jacob J Cc: McDonald, Kara C; Laura Graham Subject: RE: UN

I also want to give you points re the Haiti SftSG and am copying Kara to get those to you. Best.

cdm

From: Amitabh Desai Sent: Monday, April 03 11:50 PM To: Mills, Cheryl D; Abedin, Huma; Fuchs, Michael H; Sullivan, Jacob J
Subject: RE: UN

Just checking-in on this - especially given WJC's recent public comments about Libya, Ivory Coast, etc. Would welcome USG talking points today/tomorrow. Thanks, Ami

From: Amitabh Desai sent: Tuesday, March 22, 2011 10:51 AM To: Abedin, Huma; Fuchs, Michael H; Mills, Cheryl D; Sullivan, Jacob J
Subject: UN

B6

WJC may meet with UN SG Ban on April 5 in NYC. Assuming SG mentions the Middle East, would it be possible to track down USG talking points regarding the UN / Middle East? Thanks, Ami

- Things seem very uncertain at the Senate level. The main sticking point seems to be the 18- month extension of the mandate. The opposition is raising both procedural and substantive concerns. Some make sense and some do not. For example, the President has only 9 months left, so why is he asking for an 18 month extension?
- The Senate is raising constitutional concerns with having non-Haitians on the IHRC, but these arguments are unlikely to stand.
- There do not seem to be major changes to the document that was presented to and endorsed by the lower chamber.
- The members of the parliament aligned with President Preval are fully supportive and are defending the bill as strongly as possible which is a strong indication that Preval and the PM are on board.
- Preval does not have a majority in the Senate (contrary to the lower chamber) so it may be harder for the bill to pass. As it stands now the opposition in the senate does not seem to have the votes to stop this either so it is still very much up in the air. The bill should go to the Senate on Tuesday. There appears to be a 70% chance for it to pass.
- The PM and the government will be in a difficult situation in the coming days. Especially as tensions seem to be rising and will continue to rise as conditions in the camps become more difficult.
- We need to move quickly in bringing relief to the people in general and in the camps in particular. We need to define some quick wins, communicate them to the population and make sure they are implemented. The resistance from the opposition will fall on deaf ears if the circumstances of the Haitian people are improving.

[RELEASE IN FULL]

UPDATE FROM UN ON LEGISLATIVE PROCESS TO CREATE IHRC

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 - Even the Senators of the opposition agree that it was not necessary for the commission to go to parliament. The president had the authority to set this up without going to parliament.

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4 Even the Senators of the opposition agree that it was not necessary for the commission to go to parliament. The president had the authority to set this up without going to parliament.

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[RELEASE IN FULL]

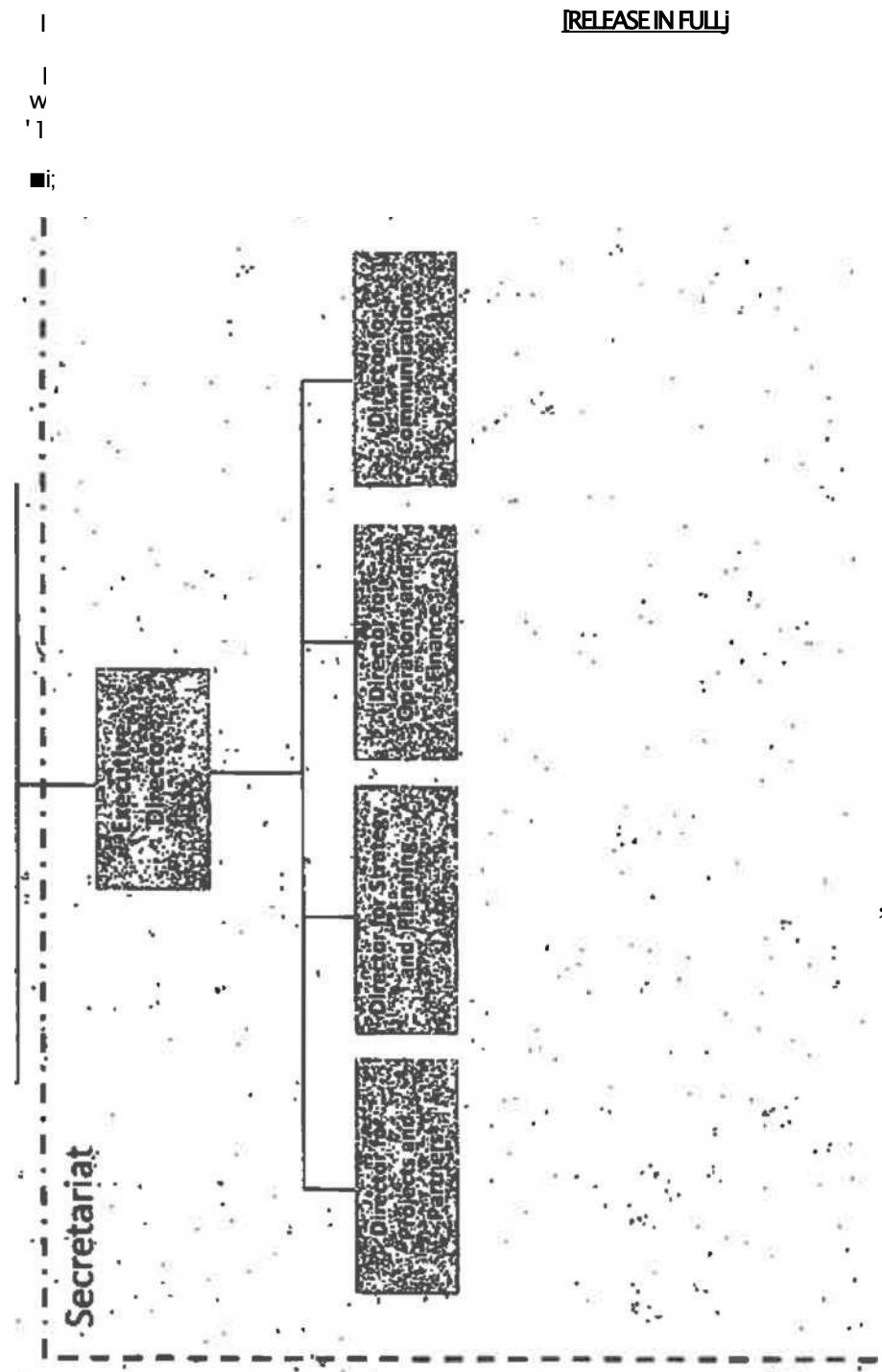
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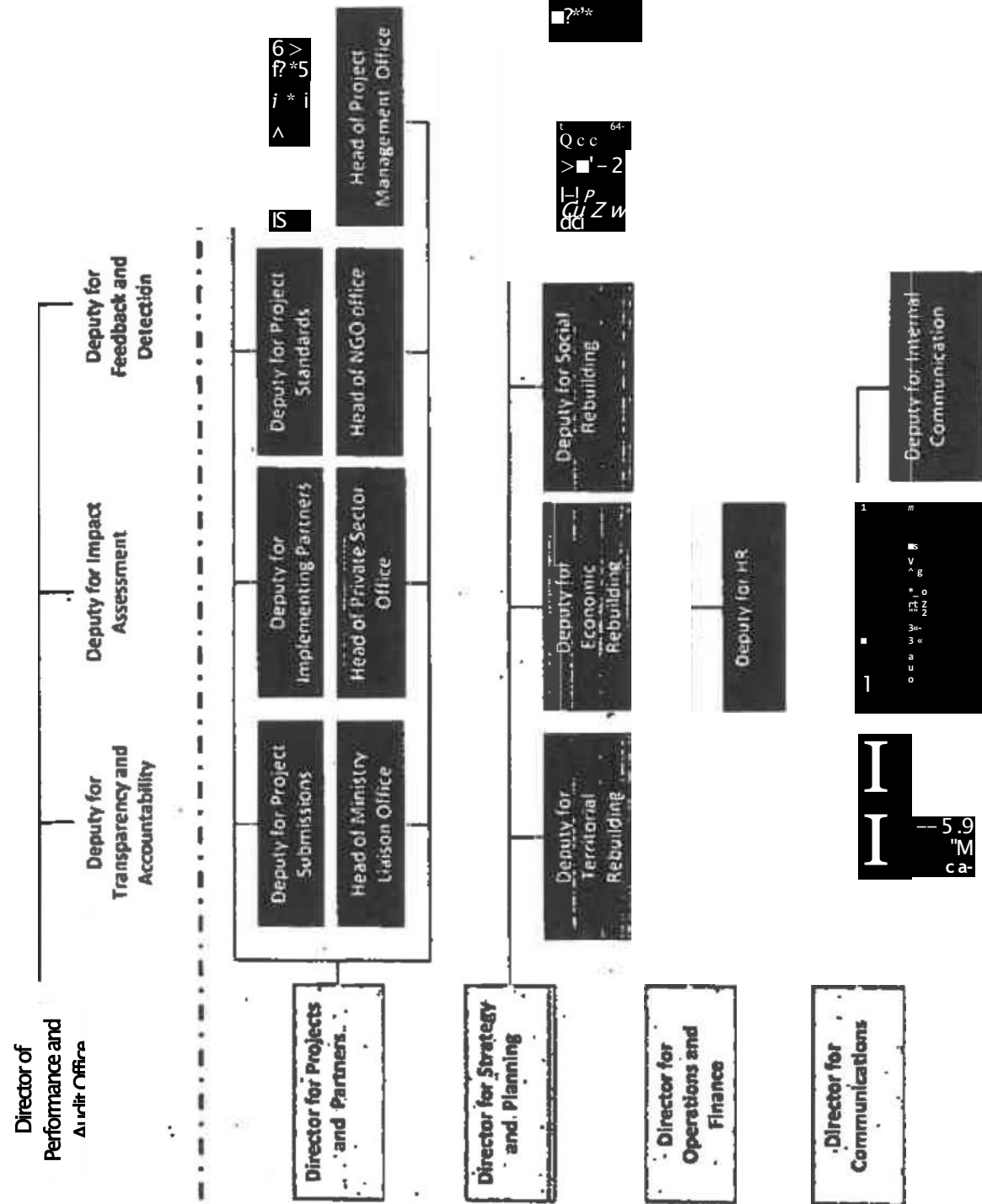


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The IHRC will have four core functions:

1. Strategic Planning: ~~Although the~~ GOH is now developing an ~~interim~~ action plan ~~by the~~ March donor's conference; this ~~plan~~ will continue to evolve over time, and with more detailed sectoral and regional plans ~~will be~~ required in the coming months. The Secretariat will be charged with continuously developing and refining those plans, assessing needs and gaps in geographic and programmatic areas and setting out priorities for investment. These plans* would be approved by the Board. This part division of the IHRC will also be charged with tracking and mapping donor flows and investments.
2. Vetting donor-financed projects and programs (including NGO, private sector): There is a tension between overburdening the IHRC Board with too many project submissions and decisions that would cause delay and frustration among stakeholders, and giving too much unilateral power to the Executive Director (ED). This tension could be alleviated by introducing checks and balances on the ED, such as additional signatories and external auditors. Ultimate authority over the approval process ~~would~~ will always rest with the IMRC Board, but a three-tiered approach with built-in constraints on the ED ~~would~~ will minimize bottlenecks:
 6. ~~Small~~ Small projects below \$1m: These projects (e.g., the construction of a new school renovation of a health clinic) are vetted by the Secretariat and marked recommended for approval, conditional approval or rejection. Final approval requires a signature by the ED and a formal notification to the two co-chairs.The decision of whether to accept or reject a proposal is guided by a simple and publicly available checklist that addresses issues such as acceptable building standards ~~for housing~~, the use of Haitian labor in construction, as well as GOH priorities in sectors and regions. The final decision would be made publicly available and communicated to the Audit and Performance Office. The audit office would be complemented by an independent external auditor. On a regular basis, the ED ~~will~~ will provide the list of approved and rejected projects for information to the Board prior to public posting of the information.
- b. ~~Medium~~ Medium Projects between \$1-10m: In addition to the vetting by the Secretariat, these proposals will be discussed and decided upon at ~~weekly~~ regular meetings of the Executive Committee. These meetings are aimed at building

frequent dialogue and consensus around proposed actions. The Executive Committee would be comprised of 3 - 5 members ~~fe.a.,~~ ~~feomfliseri~~ of the Executive Director, the two co-chairs or their designees and ~~a -mlor~~ ~~(resident)~~ a representative each of the two largest donors (through a senior resident designee) on the IHRC Board.

- c. Programs and Individual projects exceeding \$10m: ~~Urew~~ ~~individual~~ ~~These~~ projects end defined programs require Board approval and ~~can be~~ ~~^eted~~ ~~action~~ by Preval JO. veto if desired (no action by Preval is required for approval. Donors and NGOs are encouraged to submit concrete Investments programs that set out a ~~number~~ ~~ofrgiated~~ specify well ~~sequenced~~ interventions. For example, an NGO might submit on \$80m housing program that sets out the construction of 8,000 houses and 50 furnished schools close to Cap Haïtien. These programs would 'Initially be vetted by the IHRC Secretariat, including close consultation with line ministries, to ensure that plans adhere to ~~minimum~~ quality standards and fit within the overall development blueprint. These Investment plans would then go with the Secretariat's recommendation ~~betow~~ to the Board for approval.

This ~~tewefr~~ approach facilitates joint planning and coordination among the major actors at the design stage and increases information on who is doing what. Most of the discussion will occur at the technical level to ensure that sound proposals are submitted before the Board. If programs are fit for Board approval, but are not yet sufficiently spelled out (e.g.; exact location at investment site), the Board ~~enld-~~ ~~frav~~ ask sponsoring donor/NGOs to resubmit individual projects to the IHRC for a final vetting, where they will be fast tracked and signed off by the ED and the co-chairs [ai under a procedure consistent with ED approval and co Chair notifications]. Not all bilaterals, multilateral* and NGOs will ~~neww~~ ~~wily~~ present integrated strategies and programs. And, individual projects that exceed \$10m, such as a \$100m regional power station, ~~would always have to go~~ ~~yfa-~~ to the Board for approval.

These large programs and projects will likely require complementary actions by the GOH (e.g., allow an additional container port outside of Port-au-Prince). Board meetings present a structure to ~~town-~~ ensure consensus on these critical actions.

3. Facilitating private sector investment: The IHRC's Private Sector office has the principal function of facilitating and expediting investments and will work with line ministries to address bottlenecks. There is a minimum threshold of \$500,000 in new investments for

projects to be considered by the Private Sector Office, though this office may also play a role in setting-up dedicated programs for small business by third parties (e.g., SME tending). Any support provided by the IHRC to the private sector has to be agreed to by the ED and the two co-chairs and be communicated to the Board for Information, and requires an in-depth valuation of the potential pitfalls and merits of the project. Major private sector projects with new investments exceeding \$1m, or projects which may require concessions for land or licenses to operate, also can ~~only be~~ approved through submissions to the IHRC for Board approval and endorsement.

4. On issues critical to development: The IHRC would formulate critical actions* and policies needed for development. These critical actions could include the allocation of land title for new settlements and the granting of a license for a new port or power station. Recommended policies could include the introduction of an improved labor code for multi-shift operations. Those recommendations ~~differs from the critical actions in that they would not~~ require Parliamentary approval to take effect (or a Presidential Decree when Parliament is not in session) would come to the Board for approval, go through the policy recommendations would always be before the Board.

10/21/2016 05:11 1

Appendix

Project approval chain in Indonesian BRR:

All projects had to undergo a project approval process. However, MR rarely turned down projects, but rather asked efforts to be redirected to certain regions to fill existing gaps and maximize benefits among complementary interventions (e.g. homes and schools). The project approval process allowed BRR to track ongoing projects with the help of a projects tracking database.

The projects received an initial screening and rating from BRR Deputies before undergoing further review by external experts. All submissions were then discussed during a project approval workshop chaired by the BRR Director, held every two to three weeks and attended by BRR staff, external sector experts, and project proponents to determine a project's final rating. Decisions were announced at the conclusion of the workshops. By mid-2008, BRR received more than 1,700 project concept notes submitted, of which 1,541 projects had been approved.

5 Promote active and broad community engagement in all areas of IHRC's work.

IHRC EXECUTIVE DIRECTOR

[RELEASE IN FULL]

Reports To: IHRC Board of Directors. ~~& Co-Chairs.~~

Summary

The Executive Director is the Chief Executive Officer of IHRC. Under the direction of the Board of Directors, the Executive Director is responsible for management and operation of the Interim Haiti Recovery Commission (IHRC), for communication of IHRC's goals, programs and progress, for management of staff and volunteers, for protection of IHRC's financial assets, and in general for IHRC's consistent achievement of its mission. The Executive Director is also responsible for ensuring compliance with Board directives and applicable statutory, regulatory and donor requirements.

Specific duties

In management and operations, the Executive Director will:

- Assist the co-chairs in the design of the IHRC organization, and lead and manage its creation, consistent with the IHRC's governing statute and its mission to assure the recovery and refoundation for all regions of Haiti and for Haitians of every background, following the earthquake of January 12, 2010
- Ensure that the IHRC has a long-range strategy that achieves its mission, and toward which it makes consistent and timely progress consistent with the recovery plan
- Provide leadership in developing organizational, financial, and program plans with the Board and staff; set the priorities of implementation and resource allocation, and carry out plans and policies authorized by the Board
- Provide information, analysis and advice to co-chairs of the Board to facilitate decision-making
- Ensure that IHRC's operations and activities are conducted in accordance with prevailing laws and regulations, IHRC's charter and by-laws, and the highest personal and professional ethical standards
- » Maintain official records and documents, and ensure compliance with prevailing legal and donor requirements
- Approve external submissions for development projects below a threshold of \$1m.

In communications, the Executive Director will:

- Fully inform the Board on the progress of recovery, the performance of the IHRC and all important factors influencing it
- » Publicize the activities of IHRC and its goals, programs, and progress to the people of Haiti, the

Parliament and members of the donor, NGO and business communities

- Establish sound working relationships and cooperative arrangements with donors, NGOs, the private sector, community and civil society groups and organizations, and all Government ministries, agencies and offices –
- Represent the programs and point of view of IHRC to agencies, organizations, and the general public both domestically and internationally.
- Assist the co-chairs in managing at times conflicting diverse views and interests of key stakeholders in Haiti's recovery and working towards a shared and inclusive vision around reconstruction priorities.

In management of staff and volunteers, the Executive Director will:

- a—Be responsible for the recruitment, employment, and release of all personnel, whether paid, seconded, donated or volunteer
- Ensure that job descriptions are developed, that regular performance evaluations are held, that sound human resource practices are in place, and that all personnel both adhere and appear to adhere to the highest ethical standards
- Assemble and lead an effective management team, with appropriate provision for succession
 - Encourage staff and volunteer development, and assist program staff in relating their specialized work to the total program of IHRC
 - Maintain a climate that attracts, retains, and motivates a diverse staff of top quality people from within and, where appropriate, outside Haiti
- m Ensure that from the beginning of IHRC's operations, plans are developed and implemented to transfer skills, information, and capabilities to successor organizations upon IHRC's sunset.

In the protection of IHRC's financial assets, the Executive Director will:

- « Be responsible for developing and maintaining sound and transparent financial practices, and demonstrating IHRC's commitment to the highest standards of financial management and reporting
- Work with the staff, Finance Committee, and the Board in preparing a budget; see that IHRC operates within budget guidelines and cooperates with regular auditing procedures

- Take responsibility for donations, grants and contracts management including negotiating terms that reflect the needs of IHRC.

Traits and characteristics

The Executive Director will be a visionary, compelling, and strategic leader with a reputation for holding the highest ethical standards. She or he will have demonstrated the ability, in at least one previous role, to work effectively at the intersections of politics, public finance, economic development, and strategic management in a high-pressure and high-visibility context. She or he will be an informed leader with focus, determination, and flexibility, and with the demonstrated ability to convene and build coalitions for effective action and to encourage others to do the same.

The Executive Director will be an enabler and facilitator who will have the ability to work with a strong,

engaged Board and a diverse set of domestic and international stakeholders. She or he will be committed to straightforward, fact-based, and transparent dealings, and will have demonstrated dependability and successful follow-through and execution under challenging professional circumstances. –

Strong written and oral communication skills in both French and English are critical to ensure effectiveness in presenting IHRC and its mission to its affiliates, various government agencies, and the public. The Executive Director will have experience working in senior positions at multilateral institutions and/or leading international companies, and be equally adept at developing relationships with civil society, the private sector and human rights groups as with heads of state and foreign ministers engaged in the project of Haiti's recovery.

Successful candidates will have strong organizational, administrative, and financial management skills. The Executive Director will be comfortable in a hands-on role—doing as well as directing—and will be willing to do the essential tasks required to meet the goals of IHRC.

Qualification requirements

The candidate should possess in-depth knowledge of the complex issues currently facing Haiti. ~~Although~~ The successful individual should have solid executive management experience and a clear track record of delivering challenging and substantial projects, candidates might come from any sector (public, non-profit/NGO or private). A successful candidate may be of any nationality or background, though preference will be given to candidates with bat-hands-on experience working in a senior role in Haiti ~~will be an asset~~, as will be significant exposure to reconstruction and economic development challenges in other low-income countries.

Successful candidates will have experience that demonstrates the ability to conceptualize, develop, implement and evaluate programs, and also to manage complex stakeholder environments towards effective, collaborative action. Proven success in general management^ financial management, and strategic planning is required.

»

| ■ Languages: Required E 1 uency in French and English: preference for Creole.

Education and/or experience

A university degree with at least ten years of relevant professional experience in government, business, non-profit operational and financial management, or related areas.

Physical demands

This unique position will require long hours, frequent evening and weekend availability, and the ability to maintain focus and composure in a fast-paced, demanding, and challenging working environment.

Compensation

jCpmfgjmtion ciauxe;TBD *

Term, location and travel

The candidate should be committed to a 3 year contract, which may be terminated for cause NOTE: CHECK IF ONLY REMOVAL STANDARD SHOULD BE FOR CAUSE1 or after 18 months in the event that the IHRC's mandate is not extended.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972511 Date;
10/21/2016

| The Executive Director will be ~~expected to take up residence~~required to reside in *
Haiti (accommodation can be provided) and must be able to travel from Haiti to
attend donor meetings, conferences, and other events as required to fulfill the
responsibilities of the position. She or he must commit to maintaining a consistent
and public presence in Haiti during her or his tenure in the position. *

Review of resumes will begin April XX, 2010. Please send a cover letter and resume to iyVYj.
Please no telephone calls.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972511 Date:
10/21/2016

1 RELEASE IN FULL

President Prival today announced plans to seek Parliament's approval to establish in Interim Haiti Recovery Commission (IHRC) and the Haitian Development Authority (HDA). The IHRC, which

BID Clinton, will bring together Haitian leaders and the Haitian and international community to facilitate the transparent planning and execution of priorities for Haiti's recovery. Officials of the Haitian government, civil society designees as well as representatives of major international donors are the proposed members of the IHRC Board.

The IHRC will have an 18-month mandate, after which its function and authorities will transition to the newly-formed HDA. The Haitian Government has consulted with the leadership of Parliament and is drafting a bill for the creation of these new institutions, which will be presented to Parliament for a vote by March 15.

"Building a better future for Haitians is a monumental task. President Prival said in Port-au-Prince today. "More than one million people are homeless. The next hurricane season starts in less than 3 months. Resources must be mobilized and decisions made quickly and efficiently. My Administration is leading the charge to build critical infrastructure, provide services, and create jobs and economic opportunities for Haitians across the country. The IHRC will be an essential mechanism to coordinate these long-term efforts, and we are grateful for the support of the international community."

President Clinton, since he became the UN Special Envoy for Haiti in June 2009, has mobilized businesspeople, NGOs, and the diaspora to continue and expand their efforts in Haiti. In partnership with the Haitian Government and people. He has visited Haiti twice since the earthquake in his capacity as Special Envoy.

UN Special Envoy for Haiti. President Clinton welcomed the announcement that the transition of the Interim Haiti Recovery Commission will ensure that the reconstruction and recovery of Haiti will be put to the best possible use in creating a better future for Haitians. Clinton said in New York. President Clinton, who was asked by the United Nations to help coordinate reconstruction in Haiti and was named as UN Special Envoy for Haiti Recovery, has twice visited Haiti since the earthquake.

The bill that will be presented to Parliament will allow the new IHRC to guide and accelerate the implementation of critical development projects, assign title to land so houses can be developed for those who lost their homes, and issue licenses to construct new hospitals, power plants and ports. Pending the vote in the House and the Senate, the IHRC will be launched before the Donors' Conference on March 31 in New York to facilitate maximal cooperation with and pledging of support for Haiti's reconstruction by the international donor community.

• [REDACTED]

* 8ft#

Background on IHRC and HDA

Since the earthquake, the Haitian Government has reviewed the lessons learned from major disasters and consulted within Haiti and with the international community to devise the best possible response. The IHRC will support Haiti's vision for its future, with 3 new and 1 transparent partnership with the international community—one that brings visible and lasting benefits to Haiti. The IHRC will give the Haitian Government Influence over how and where aid is spent and will ensure that the reconstruction is well coordinated and addresses the needs of Haitians in all ten regional departments. An Independent audit authority will monitor the work of the IHRC and provide feedback on the progress of the recovery effort, identify shortcomings and opportunities for needed improvements, and assure full transparency and accountability.

The IHRC will be charged with coordinating the implementation of the Haiti Development Plan. The IHRC's Board is proposed to be comprised of officials of the Haitian Government, and representatives of the Haitian Parliament, CMI Society, the private sector, the Caribbean Community (CARICOM), and major donors. The Haitian Diaspora, the Organization of American States (OAS), and the Haitian NGO community are proposed to have observer status at the Board. The IHRC Board will be supported by an Executive Director, who will head a secretariat of the best experts from Haiti and abroad, to assess the merits of development proposals and priorities, advise on strategies, and manage the overall coordination of projects. The IHRC will give voice to those that have a stake in and that are expected to contribute significantly to the recovery of Haiti.

The IHRC will have an 18-month mandate as Haiti rebuilds its government service capacity, its infrastructure and its economy. The IHRC will transition its authorities to a newly-formed Haiti Development Authority, which will then oversee long-term reconstruction efforts for the four years to follow.

Statement from President Clinton on the Interim Haitian Recovery Commission and Haitian Development Authority

(RELEASE IN FULL)

"President Preval, Prime Minister Bellerive, and Haitian parliamentarians continue to show leadership in responding to the catastrophic earthquake and accelerating their country's economic recovery and development. Their

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C05972513 Date: 10/21/2016

establishment of a Haitian government authority to oversee the future development process is an important step towards expediting projects, ensuring transparency, and coordinating the efforts of donors, and enhancing transparency NGO's and the Haitian Diaspora.

Today, I was pleased to be invited by President Preval to co- Chair, along with Prime Minister Bellerive, the Interim Haiti Recovery Commission (IHRC). The Haitians are committed to building back better - expanding economic opportunities, strengthening basic services, expanding economic opportunities, and increasing the capacity of government, and building back better—They want to create a new future for themselves and I am committed to assisting them through the IHRC."

Hickson, Diamonece

From: Mills, Cheryl O
Sent: Thursday, May 26, 2011 8:44 AM
To: Daniel Rouzier I 1 Daniel Rouzier £ RELEASE IN PART I
Cc: 'laural' Adams, Thomas C
Subject: FW: Longer AP Story on IHRC
Classification: UNCLASSIFIED

FYI

From: Shah, Preeti V 1 Sent: Thursday, May 26, 2011 8:18 AM To: Mills, Cheryl D; Haiti Office
Collective Subject: Longer AP Story on IHRC

AP) PORT-AU-PRINCE, Haiti (AP) — The businessman nominated to be Haiti's next prime minister said Wednesday he wants to scrap the earthquake reconstruction commission a>—chaired by former U.S. President Bill Clinton that has been criticized for its slow progress.

Oaniel-Gerard Rouzier said the 27-member commission is "dysfunctional" and he would replace it with a new government agency.

"What I can tell you is that the (commission) as it exists today will not continue," Rouzier said in an interview with The Associated Press. "I don't mean to crucify the people who came up with the concept. But sometimes when something doesn't work you have to fix it."

Rouzier, who is awaiting Senate confirmation of his nomination, did not provide details of his proposal for a new reconstruction agency. He said it would be more responsive to the needs of the Haitian people and still accountable to international donors.

He said he hopes Clinton, a special U.N. envoy to Haiti who has made many trips to the country to preside over commission meetings, will remain active in reconstruction from the January 2010 earthquake, which the government says killed more than 300,000 people as it left much of the capital in ruins.

"When you have someone of Clinton's caliber — this is a man of tremendous vision we have to pick his brain and make sure that we have the right strategy," Rouzier said.

A spokesman for Clinton and officials with the Interim Haiti Recovery Commission did not immediately respond to requests for comment.

The commission was established after the January 2010 earthquake because international donors wanted assurances that reconstruction would be orderly and free of the corruption that has long plagued Haiti. It includes representatives of the U.S. government, France, Japan and other members of the international community that have contributed the most toward rebuilding Haiti.

Clinton has been co-chairman along with Jean-Max BeLerive, the outgoing Haitian prime minister, presiding over long meetings to discuss the details of proposals to clear rubble, build housing and try to create jobs in a country that had severe problems long before the earthquake.

From: Mills, Cheryl D
Sent: Thursday, April 21, 2011 7:52AM
To: Klevorick, C. J.; J. B. Warrholz; Jean-Louis
Cc: 'Laura'; Angel Jrena
Subject: FW: Will Haiti Get the Rule of Law?

RELEASE IN PART B6

We have push back hard with facts and get this paper which normally loves jobs to get off their antf<<llnton bandwagon and onto the haiti jobs one.

This is a challenge to Martelly that politically, if we don't give the facts, he won't have them to act according to the fact. CaitEm - need you on this and figuring out our strategy.

cdm

^

—* Forwarded Message —■

From: Bernard Degraff [mailto:bernerddeg@haiti.org]
To: bernarddeg@haiti.org
Sent: Wed, April 20, 2011 5:23:43 PM Subject:
Will Haiti Get the Rule of Law?

APRIL 11, 2011

Will Haiti Get the Rule of Law?

Maybe a pop star is not such a bad choice.

The Wall Street Journal « By MARY

ANASTASIA CTGRAOY

A 50-year-old pop star with a penchant for provocative stage antics seems, at first, just what Haiti doesn't need as its next president. But Michel Martelly, who won last month's runoff election with an estimated 67% of the vote, may have more to offer his country than meets the eye. At the very least, he is not connected to the establishment politicians who have looted the hapless nation for the last two decades.

If Mr. Martelly does nothing in the next four years except live up to his campaign pledge to get the earthquake recovery process going, and if he is able to employ an honest cabinet, history is likely to judge him well. If he gets the right advisers—and that's a big if with Bill Clinton and the U.S. Agency for International Development playing outsized roles in his country—he might accomplish even more.

*

*

Before anyone writes off Mr. Martelly for his reputation, consider that at least one past president looked far better on paper. Jean Bertrand Aristide had a seemingly virtuous past as a Catholic priest who advocated for the poor. We all know how that turned out. Mr. Aristide was filled with anger and envy—each time he got to power, in 1991, in 1994, and again in 2001, he tore his country apart. His successor, and one-time ally, Rene Preval, didn't have the

Hickson, Diamonece _____;

From:	Warnholz, Jean-Louis Monday, March	UNCLASSIFIED
Sent:	07, 2012 11:20 AM 'Laura Graham';	RELEASE IN PART B6
To:	'Gregory Milne'	
Cc:	Mills, Cheryl D; 'Amitabh Desai'; 'garry.conille RE:	'Walker Morris'
Subject:	BC-Mevs conversation	

Classification:

Laura

I hope the meetings went well. Let me know if you need us to do any follow-up. Best, JL

This email is UNCLASSIFIED

—Original Message—

From:	Warnholz, Jean-louis	
Sent:	Thursday, March 03, 2011 3:32 PM	
To:	'Laura Graham'; Gregory Milne	
Cc:	Mills, Cheryl D; Amitabh Desai; garry.conillej	Walker Morris
Subject:	RE: BC-Mevs conversation	

Laura/Greg

Below are a few tips on the North Park as requested:

1. The North Park project was preceded by a detailed feasibility study that determined its ideal location, anticipated project costs and expected level of competitiveness when benchmarked to countries that directly compete with Haiti in the apparel and light manufacturing sector. Unless Haiti can compete globally, the industrial park will not attract jobs and tenants. The North Park has not targeted companies that already have operations in Haiti, but instead actively pursued larger operations such as Sae-A that given their space requirements of 50 hectares, would have been unable to locate either in Sonapi or the West Indies Free Zone.
2. The GOH has engaged the leading financial advisory firm Taylor Deiongh to advise on the competitiveness of the North Park. In addition, the USG attracted Mark D'Sa as a secondee from GAP. As a Senior Director of sourcing, Mark has 30 years of experience in the apparel sector and possesses a detailed understanding of the business costs in industrial parks in Asian and Latin American economies. These costs include, among other things, monthly rents, wage levels, export tariffs, electricity tariffs, the costs of capital and port charges.
3. The in-depth knowledge of the costs of doing business elsewhere allowed the GOH negotiation team to structure an offer that both maximizes the benefits to Haiti, while also ensuring that the park could compete with leading apparel exporters such as Indonesia, Vietnam, Bangladesh, Cambodia, Nicaragua and Guatemala. It is standard practice that as part of their investment promotion efforts, these economies offer incentives such as cheap power, tax exemptions or rent holidays in order to create jobs for their citizens. The North Park and the West Indies Free Zone have to compete with these emerging economies, rather than with existing parks in Haiti, to create new, sustainable jobs.

j4. In other countries, for example Vietnam and Indonesia, higher value industries such as electronics followed in the wake of the apparel industry. This allowed private industrial parks to flourish and raised the market rental rates landlords could offer while still remaining competitive. The North Park, with one of the world's largest apparel manufacturers as an anchor tenant, has put Haiti firmly on the map and generated additional demand for space. This additional demand will not only create jobs for the Haitian people, it will also make projects such as the West Indies Free zone more attractive in the medium term.

5. We understand that the West Indies Free Zone has pursued commitments from tenants since its launch (attended by President Clinton), in October 2009. This was long before the North Park concept has been conceptualized. We would be grateful for further info on what the challenges have been to attract tenants in the past? Did the West Indies Free Zone have concrete offers from tenants which have now been compromised by the development of the North Park?

Best, JL

This email is UNCLASSIFIED

—Original Message— From: Laura Graham | ~ %
Sent: Thursday, March 03, 2016 6:53 AM To: Gregory Milne; Wamholz, Jean-Louis Cc: Mills, Cheryl D; Amitabh Desai; garry.conille Subject: BC-Mevs conversation Walker Morris

CDM-fyi

Greg- pls do memo today on all points to prepare me for my breakfast tomorrow which you should join. JLW-see

USG related issues. Can you advise Greg today of tps for me.

Thxlg
Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton
The Clinton Foundation
55 W 125th St, NY, NY 10027
r.....t
212-348-9855 fax

Please consider the environment before printing this e-mail

— Original Message —

From: ereBoryfflevsl |
To: Laura Graham
Sent: Thu Mar 03 00:54:17 2011

Dear Laura,
I spent enjoyable time with WJC at the ICRH meeting. I thank you for helping it to happen. We had a long conversation on :

the West Indies Free Zone being made uncompetitive by subsidies in the Free Zone of the North. Indeed the subsidies afforded by IDB for building the FZ, USAID for the power plant is almost 80 per cent of project costs. I talked to Cheryl Mills and Ambassador Adams they requested a Memo which I am preparing. We have therefore three choices.

- 1) Turn the project into a logistics project. We need a government waiver.
- 2) Do nothing
- 3) Request same or equivalent treatment as the the North Free Zone got.
- 4) Require same as three and turn it in a high tech park with fiber optics and subsidies for support, training etc.

WJC said we should get item three in his opinion. '

2) About awaiting Jean Max decision on ports.

3) "A Green house to light out the community" model. Whereas working with the Counsel of Catholic bishops and other NGOs we could light up 200 homes from solar panel of a 20,000 sq feet green houses in each commune. Wal mart, whole food and Technoserve could be enlisted along with the Chamber of Agriculture to bring to market. WJC Involvement is key.

3) "Phase 2 The Exemplar Community: Getting to market" this is part of the initiative where along with Digicel, Deutsche Bank, Win Group Joey Adler, Royal Caribbean Line, IDB, MIT and Harvard we were creating the standards, the green certification, the contracts and the mortgage system that will get sustainable housing started. We have identified some US \$10,000,000 USAID funds to get the nearby towns ready (sewer, water, road, electricity) for developers to start their project and build a 800 homes. Alternatively some further IHRC moneys could get the infrastructure ready up to up to 10,000 homes.

This is the

WJC help will be needed for pushing funding

3) North Pole of Port au Prince initiative. Along with NYU school of Real Estate, Habitat for Humanity, Architecture for Humanity we are planning to do four things:

- A) work with IDB / ministry of planning on the master plan and zoning for the North Of Port au P.
- B) work with OAS on cadaster and title reform
- C) work with USAID Winner program to identify flood areas and coexistence of rural community with new urban community.
- D) Identify private sector projects to help them through NYU come to real businesses with job creation. Helping in engineering, architecture, business engineering and funding
- C) identify Infrastructure, sanitation needs as well as mass transit needs and opportunity for private concession or public funding.

We will need WJC help for funding.

I will be looking forward for our breakfast Friday to cover each subject with ? memo.

President Clinton requested that I cover these subjects with you for further actions,

Greg and Walker have some ideas on how to go about it.

Should you ask them to join?

Tomorrow, I will be with Marriott taking them to see the Hotels, including the new airport hotel site and Club Indigo. Please kindly confirm your availability for breakfast.

Best,

Gregory Mevs

Win Group

Envoys par mon BlackBerry* via le réseau VoifS

UNCLASSIFIED U S- Department of State Case
No. F-2015-16287 Doc No. C06003723 Date:
10/21/2016

From: Mitts, Cheryl D
Sent: Sunday, November 07, 2016 11:08 AM 'Laura
To: Graham'; 'Gabriel Verret'
Subject: FW: EDITORIAL: As Haiti suffers, the world dozes

RELEASE IN FULL

Per my many emails of how we all know we will be judged so we can't act surprised by our own lives - especially on housing and rubble.

See yellow

cdm

----- original,Message -----

From: Alert Central America <alert-centralamerlc6@rendon.coffl>
To: Klevorick, Caitlin B
Sent: Sun Nov 07 09:15:12 2016 *
Subject: EDITORIAL: As Haiti suffers, the world dozes

EDITORIAL: As Haiti suffers, the world dozes

Media: The Washington Post
Byline: N/A
Date: 06 November 2010

LEVELED BY AN EARTHQUAKE, staggered by a cholera outbreak and, now, lashed by a hurricane, Haiti remains a country in dire need of critical care and sustained aid. Instead, it has been shoved once again onto the backburner of international neglect and left to its own misery.

Rebuilding Haiti after the cataclysm of last January's earthquake was never going to be easy or quick. The Haitian government, already feeble, was decimated; 28 of the 29 ministry buildings in Port-au-Prince were destroyed. At least a third of the nation's civil servants, and an even higher percentage of senior officials, died in their offices when the afternoon quake struck. The finance minister reported for work the next day despite the fact that his school-aged son had been killed.

A muscular international relief effort, supplementing and in most cases supplanting the government, managed to save lives and furnish enough food, water, shelter and medicine to preserve a minimum living standard for perhaps 2 million homeless immediately after the quake, with the help of battalions of nonprofit relief organizations and a surge of aid from wealthy nations - including more than \$1 billion in emergency aid from the United States -. Haiti was stabilized to a degree and left to the grim business of combing through the rubble for its dead.

Then, in the spring, the TV crews disappeared, and so did the momentum of international spending and relief. Ironically, this took place shortly after a U.N. conference in New York where nearly 60 donor nations and multilateral organizations pledged billions of dollars to rebuild the country.

The precise dollar figure was always squishy; \$5.3 billion was first promised and later adjusted to \$6 billion. But even by the inexact standards of such pledges, the contrast between the self-congratulatory conference and the subsequent absence of urgency in rebuilding the Western Hemisphere's poorest, unluckiest nation is inexcusable.

UNCLASSIFIED U.S. Department of State Case
No. F-2015-16287 Doc No. 006003723 Date:
10/21/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C08003709 Date: 10/21/2016
Hickson, Diamonece

UNCLASSIFIED U.S. Department of State Case

No. F-2015-16287 Doc No. C06003723 Date:

10/21/2016

Of the billions pledged at the United Nations; to rebuild Haiti, barely a fifth of the total, around \$1.3 billion, has been approved or dispersed by donors'. In some cases - including, 'scandalously, in the United States - all- or part of the funds has been held up by lawmakers or bureaucrats. Of the \$1.15 billion Washington promised for long-term reconstruction projects, only a trickle has been, received so far in Haiti.

The main problem with American reconstruction funding is that the administration and Congress have treated it as business as usual. The bill containing the funds was signed into law by President Obama on July 29; after that, it took almost two months for the State Department to devise a spending plan. Since mid-September, the staffs of at least four congressional committees - and the State Department have been engaged in back-and-forth negotiations regarding the particulars of the funding - mechanisms to promote sound strategy, accounting transparency - and so on. On Thursday, State Department spokesman P. J. Crowley said that the U.S. funds would have to wait a bit longer until Congress and State could satisfy themselves that the money wouldn't be stolen or misused once it arrives in Haiti.

That's a reasonable concern given the country's lurid history of graft and President Prval's own dismissive remarks, on a visit to Washington this year, about the risks of corruption. But the fact is that American officials and lawmakers have had since March to contemplate this question. Why is it being addressed, only now?

The heart of the problem in Washington and in other donor countries is that rebuilding Haiti has been treated as a routine development task - akin to improving an irrigation system or extending rural electrification. This makes no sense given the extent of ruination, the scale of needed reconstruction and the ongoing humanitarian suffering in Haiti.

In and around Port-au-Prince, more than a million people still live in tent cities, scratching out a meager living throughout the capital and surrounding areas. Huge piles of rubble remain unmoved, awaiting bulldozers. In addition to at least 230,000 people killed in the quake, hundreds of thousands were injured and maimed; many remain in need of medical care.

In Haiti itself, elections are planned at month's end! but that is unlikely to provide quick relief. The government's weakness remains a stumbling block for reconstruction. Lacking clear rules and records governing land ownership, the government has struggled to determine where, - to build new housing and where to dump mountains of debris. The Interim Haiti Recovery Commission, chaired by former president Bill Clinton and Haitian Prime Minister Jean-Max Bellerive, whose job is to set spending priorities and review reconstruction projects, is severely understaffed and lacks expertise. Even if the international aid flow were much quicker than it has been, Haiti would face enormous problems.

Foot-dragging by international donors, however, only complicates the picture. In Haiti, it is impossible to draft reconstruction plans without knowing how much funding is likely to be available. Contractors who stand ready to clear debris, and rebuild infrastructure and neighborhoods have been kept waiting for weeks - and months as desultory donors shuffle paper or squabble.

Now is the time for Mr. Clinton, whose vigor was apparent on the campaign trail for Democrats in the midterm elections, - to play a critical role for Haiti. He should set his sights on wealthy nations whose pledges to Haiti remain unfulfilled, and he should cajole them to meet their obligations. He should prompt the Haitian authorities, too, urging them to tackle the problems of land ownership, NIMBYism and strategic paralysis that have beset clearance and reconstruction efforts in Port-au-Prince.

It's worth bearing in mind that, bad as things are in Haiti, they could get worse. Despair and disillusionment, may ossify political violence, particularly in the context of the

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10/21/2016

approaching elections, is an ever-present concern. So far, there has been no rioting in the tent camps, But in the absence of jobs and tangible improvements to their devastated surroundings, how long will Haitians' accept the unacceptable?

END

. Privileged and Confidential:

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Hickson, Diamonece

From: Mills, Cheryl O
Sent: Tuesday, November 02, 2010 6:36 AM
To: Laura Graham; jrgv53f; gbellervf; garryxonillef; eliabeth.donley@hoganlovells.com; carine.stotck<g>@hoganlovells.com; Jean-Louis; Lweymouth@Koganlovells.com
Subject: Call Agenda - Tuesday, November 2, 2010 ■ 8:00 a.m EDT / 7^0 am PAP

Eric.Braverman
RELEASE IN PART B6
jAmitabh Desai;
W Angel Urena; Warnholz,

My comments in caps below,

edm

From: Laura Graham j
Sent: Tuesday, November 02, 2010 4:45~AM
To: Mills, Cheryl D; jrgv53f; j abelervT" ~ I: Erfe Braverman; I qarrv.conlUel
Amitabh Desai; elfeabeth.donteyflihoQantovells.com: L. t carline.stoldctSlhoganlovgnns.cnm;
j-- " " i: Angel Urena; Warnholz, Jean-Louis; Lweymouth@hoganlovells.com
Subject: Re: Call Agenda - Tuesday, November 2, 2010 - 8:00 a.m. EDT / 7:00a.m. PAP

Gabriel and Henry can addeugment to following answers:

1. Co-chairs decided to delay be they want their priority hires on board by next board meeting. All scheduled to be on board before end of Nov. Also they want to discuss strategy (overall-further drilling down on action plan and goals that the commission announced to date) and a workplan, draft docs we are working on this week which should be ready for circulation early next week. Election a consideration, but not driving factor. (WE ALL RECOGNIZING THEN THAT WE WILL NOT HIT HOUSING OR OTHER TARGETS AS MEETING WILL BE LESS THAN 30 DAYS B/F 12 JANUARY UNLESS OTHER SIGNIFICANT ACTION IS TAKEN?)
2. No. Project approvals will be dona via email. We are editing draft that McKinsey did. Supposed to drop by weeks end along with co-chair strategy on board meeting and date. (WE WELCOME USG PROJECT APPROVAL - WHAT'S TIMELINE AS WE ALREADY SUBMITTED THEM B/F LAST BOARD MEETING)
3. Boot camp is orientation and transition by McKinsey and commission to new ihrc staff which takes place over 1-2 days, is scheduled for late next week. {THANKS}
4. A no of the sector leads have been or will shortly be filled- that is, people have already been selected, en route or are already on board with TAs for Education, Ag. Debris, Private Sector as prioritized by the co-chairs. Also looking for a FT person to offset Claire who is only PT. (WHO ARE SECTOR LEADS FOR AG, WHO ELSE IS BEING CONSIDERED FOR HEALTH, WHO IS SECTOR LEAD FOR ENERGY. WHO IS PRIVATE SECTOR LEAD, WHO IS INFRASTRUCTURE LEAD) ■
5. The director and senior positions are also either done or close to being finalized as we speak with secondments from GoH (strategy and projects), donor secondments (comma), hires (spokesperson, cos to ED, finance, pao, HR). (CAN YOU SEND CANDIDATE LIST?)

Thx Ig

Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton

The Clinton Foundation ,55-W-
J2SH].5LNENY 10027

212-348-9855 fax _____

*

Please consider the environment before printing this e-mail

From: Mills, Cheryl D

To: lrov53 _____; l: gbdterive1 _____; eric_bravermag _____; l: garry.conille _____ : Amitabh
Desai; ellizabeth.donte 3)hoQantoveis.com: LauraGraham
carine.stolck@hoganlovells.com / _____; Angel Urena: Wamhob, Jean-Loujs ;
tweymouth@hogantovelis.com

B6

Cc: Mills, Cheryl D

Sent: Tue Nov 02 03:14:35 2010

Subject: Re: Call Agenda - Tuesday, November 2, 2010 - 8:00 a.m. EDT/7:00 a.m. PAP

1. Missed that the meeting might not happen on 22 Nov - what is reason for delay? Are we saying projects submitted already have to await the 15 dec meeting for approval? More importantly, we have to give folks more than 3 days notice of project deadline cutoff.

2. What is boot camp?

3. Have other IHRC sector leads been selected?

4. Gabriel * reminder that you are supposed to be on 7am edt/ Sam Haiti time north park industrial park call.

v

From: Gabriel Verret |

To: Gessie Belferive j _____; Eric Biel _____; Jean C. Blackerby _____
<fean.bl8dterbY@hogantoveBs.com>; Eric Braverman f _____; Garry Gonille MD
L _____; Amitabh Oesal _____; Elizabeth Ocrley _____
<ellizabeth.donlEv@hoganlovells.com>; Santfago A. HtttoaldH " _____; t Laura A. Graham
) _____; Robin Leeds _____; Henry-Robert Louis _____
[Mills, Cheryl D; Casey Morganj _____
j; Carine Stoldt <carine.stolck@hogantoveHs.com>; _____
(_____; Angel Urena _____; Wamnott, Jean-Louis; T. Clark
Weymouth <tweymouth@hogaptovelis.com>

Sent: Tue Nov 02 00:59:39 2010

Subject: Call Agenda - Tuesday, November 2, 2010 - 8:00 a.m. EDT/7:00 a.m. PAP

Dial-in: +1-866-833-8623

Code: 212-348-0155

1. Next board meeting

- Confirmation of date: December 14 or 15?

- Location

- Approval of draft e-mail to Board

2. **Project approver process**

- Deadline for submission (Friday, November 5th suggested in draft board mail)

* Reconvening peer review panel members

• Informing IHRC sector leads

3. Boot camp

- Dates for boot-camp (November 11/12 or 12/13)

38

- in -m-

*

4. Cholera / Hurricane Tomas Updates

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No.
C06003725 Date: 10/21/2016
5. Other business

From: Curtis. MeghBnn A
Sent: Friday, September 24, 2010 10:04 AM
To: Mills. Cheryl O; Warnholz, Jean-Louis; Mcdonald, Kara C
Subject: RE: IHRC

RELEASE IN PART
B6.B6

True. It's a tradeoff. Can we push them to have a formal in person meeting shortly after oct 6?

—Original Message—
From: Mills, Cheryl O
Sent: Friday, September 24, 2010 10:01 AM
To: Curtis, Meghann A; Warnholz, Jean-louis; Mcdonald, Kara C
Subject: RE: IHRC

But then we can't move forward on projects.

—Original Message—
From: Curtis, Meghann A
Sent: Friday, September 24, 2010 10:00 AM
To: Mills, Cheryl D; Warnholz, Jean-louis; Mcdonald, Kara C
Subject: RE: IHRC

B5

—Original Message—
From: Mills, Cheryl O
Sent: Friday, September 24, 2010 9:35 AM
To: Warnholz, Jean-Louis; Curtis, Meghann A; Mcdonald, Kara C
Subject: FW: IHRC

Sigh.

—Original Message—
From: Mills, Cheryl O
Sent: Friday, September 24, 2010 9:34 AM To: 'Laura Graham'
Subject: RE: IHRC / Agenda for tomorrow's call

I may have to go to PauP any way; we were doing all of our announcements for our projects so those are being teed up to come on Monday; without an in-person Haiti meeting.- it will be hard to hit housing target urgency.

cdm

—Original Message—
From: Laura Graham (~
Sent: Friday, September 24, 2010 9:34 AM To: 'Laura Graham' --
Subject: RE: IHRC / Agenda for tomorrow's call
To: [redacted] Jrgv53[

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No.

C06003725 Date: 10/21/2016

Cc: Amitabh Desai; Angel Ufena; [redacted] ErtcBravermarj [redacted]
[redacted] t Casev.Moream h: SantiaBO.A.Fittlpaldll [redacted] eric.bielfl [redacted]
rleedsj [redacted] Mills, Cheryl D; Jean.blackefby@hoganlovells.com; t.weymouth@ihoganlovells.com;
.elfiabeth.donley@hoganlovells.com; garry.comllel [redacted]
Subject: Re: IHRC / Agenda for tomorrow's call

The co-chairs have now decided to revert the 10-6 meeting In P&P to a phone meeting for 2 hours. They want to do a strategy meeting(s) on that day instead that would include housing and possibly other items. The meeting is location TBO (PaP or NY or Jamaica), invites TBD. They discussed objectives which we can discuss on the call. Details on timing is forthcoming in an announcement to the board later today. (Martin-can you have someone draft the rote?). Ill have Michelle circulate times for a call. Thx
lg

Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton
The Clinton Foundation
55 W 125th St, NY, NY 10027

212*348-9855 fax

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UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No.

C06003725 Date: 10/21/2016

From: dairecpierr^ _
Sent: Friday, August 14, 2010 7:23 AM
To: Mills, Cheryl D; Eric Braverman; Martin Bratt; laurel
Cc: Daniella Ballou-Aares; Curtis, Meghann A
Subject: Re: HEALTH MEETING on 17 August (Tuesday) at 5pm -- COM Follow-up on our meeting last week

RELEASE IN PART B6'

Thank you.
Here's a brief update;

A. MOH:

We met with the MOH yesterday. They will have additional guests and propose the following agenda:

1. Present MOH Plan (Overall, 18 month objectives, 3 month priorities and 5 year plan process) by MOH (Larsen/Henry/Claire)
2. Present IHRC overall process and approach to support health efforts through close work with country/donor representatives and topic specific meetings.

By McKinsey

3. Announce accomplishments to date and major projects underway and invite attendees to share major announcements that fit the priorities/objectives presented

4. Next Steps:

Attendees will be asked to submit regular updates on their work to the IHRC Health team and will be invited to topic specific sessions to align their projects with the MOH plan and pre IHRC Board Mtg sessions for MOH updates, quarterly priority reviews etc...

B. American Red Cross (ARC)

I spoke to Mark Hyman, David Meltzer and David Perez last night and ARC will send their country representative. ARC would like to support NGO coordination and was hoping to host a meeting on AUG 18 with 3-4 NGOs who have funding and the MOH to form a group ready to implement major projects. Since the objectives of their proposed Aug 18 Big Tent meeting and the Aug 17 Health Meeting overlap, they will postpone their meeting to get a chance to better understand the health objectives, hear about current projects and see where their efforts will best fit. I explained that the 2 meetings are not mutually exclusive and that an ARC coordinated sub-group can complement the MOH efforts. ARC would like their main partners Project MEDISHARE and REAL MEDICINE to be invited. David Perez suggested Paul Axilla of MSH. I will forward the contact info to Gabriel. If they find a need for sub-group meetings with the MOH or Cheryl after the 17th, ARC leadership will reach out to the appropriate offices directly.

We will continue to work through Monday on the MOH handouts and slides (the background documents are appreciated).

I will check in with Martin again today.

m

Claire

Sent from my BlackBerry® device from Digicel From: "Mills,

Cheryl D" <MillsCD@state.gov>

49

Date Fri, 13 Aug 2010 07:32:58 -0400

To: <clairecp@mii> <Eric.Braverman@f> <Martin.Brand>:

B6

<laurad>

Cc: Daniel la Ballou-Aarej <Daniel.laBallou-Aarej@state.gov> Curtis, Meghann A <CurtisMA@state.gov>

Subject: FW: HEALTH MEETING on 17 August (Tuesday) at 5pm -- CDM Follow-up on our meeting last week

FVI for health meeting.

Martin can you confirm you will have someone handle the logistics of the room (including if we should move to another room in the Karibe given that size of meeting will be much smaller) and any concerns re whether meeting is open to public/press (I'm agnostic).

Claire – will you email Gabriel with any additional invites you and the Minister believe should be added to the list if any.

Laura–fyl.

edm

From: Mills, Cheryl O
Sent: Friday, August 13, 2010 7:31 AM
To: 'Gabriel Verret'
Subject: RE: HEALTH MEETING on 17 August (Tuesday) at 5pm — CDM Follow-up on our meeting last week

i think the list is comprehensive but you should still ask the Minister of Health and I would ask Claire Pierre if there is anyone else they would include.

I would send first email wave out (or have Gessie do it) and circulate that invite as an fyi to the IHRC Board reps as well.

I would also make sure you have McKinsey or someone focused on making sure the room is organized (it will need to be cleared from WB meeting), that the mics work if necessary, that McKinsey, Dr. Larsen and Claire can do their presentations, and that there is translation..

cdm

From: Gabriel Verret (mailto:_____1)
Sent: Friday, August 13, 2010 7:09 AM To:
Mills, Cheryl D

Subject: Re: HEALTH MEETING on 17 August (Tuesday) at 5pm – COM Follow-up on our meeting last week CDM:

Jean-Max approved the text, along with my offer of Wednesday night to send it out for him – my attempt to be sure it went out asap – at the same time *(despite telling you that I was already taking care of it)*. I was at outside meetings, though, and wanting to send it over my official IHRC address, I resolved to send out as soon as I got to office this morning (9:00 a.m. EDT).

My question to you, which you did not answer, was intended to use the time until I got to the office this morning to get from you, in addition to the names for which you provided the e-addresses, any others whom you might want to see invited. Not knowing the sector well, I would only come up with Dr. Larsen, Timothee, Henry, Surfena and Henrys on the Haiti side if left to my own devices.

Whom else have you been dealing with and who should be invited? Do I go to Dr. Ariel Henry instead?

GV

From: "Mills, Cheryl D" <MillsCD@state.gov>
To: irgv53_____
Sent: Fri, August-13, 2010 1:54:08 AM.

Subject: Re: HEALTH MEETING on 17 August {Tuesday} at 5pm ~ CDM Follow-up on our meeting last week Did it go out?
He said you were sending it.

It it didn't go out, can you have gessie send this am at Sam?

From: Gabriel Verret (mailto:_____1)
To: Mills, Cheryl D
Sent: Fri Aug 13 01:17:50 2010
Subject: Re: HEALTH MEETING on 17 August (Tuesday) at 5pm — CDM Follow-up on our meeting last week

Text as OKed this afternoon by PM, with a couple of my very minor modifications;

Dear XXXXXXX.

On behalf of the Government of Haiti and the interim Haiti Reconstruction Commission, Minister of Health and Population (MSPP) Dr. Alex Larsen, and I would like to invite you to a meeting of health partners and other interested stakeholders in Haiti's health sector to be held on Tuesday, August 17, at 5:00 p.m. at Karlbe
Conference Center, Port-au-Prince, Haiti. j

The purpose of the meeting is to discuss the Government of Haiti's vision and strategy for the reconstruction and development of the health sector over the next five years, with the Ministry of Health's 18-month Interim Health Plan as a starting point. As the work of the IHRC advances in its planning and decision-making, it is critical that planned investments and assistance in health be aligned under one GOH master plan to ensure that contributions are made strategically, avoid duplication of effort and resources, and provide for sustainable solutions. J

Our anticipated agenda for the meeting is as follows:

- * Review of the principal elements of the Interim Health Plan. April 2010 – September 2011 including a review of the desired structure of the Haitian national health system (primary, secondary and tertiary care, referral systems, etc.) and the identified needs for reconstruction and strengthening of health care system in the short term;

- Discuss elements of the GOH five-year vision and investment strategy for the health sector, that not only continues to build and strengthen health care services but also outlines the path towards sustainability and complete ownership by the GOH of the processes to provide health services for its population;'
- Introduction of IHRC health sector coordinator leadership and discussion of partnership between the IHRC and the NISPP to realize the GOH vision for the health sector going forward;
- ◆ Review donor and partner (International and local, governmental and non-governmental, for-profit and not-for-profit) planned investments and contributions to the reconstruction and development effort and how each fits in strategically to the overall master plan of the GOH for the health sector – we ask that participants bring updated information to share with the group about their planned or proposed investments; and,
- * Next steps in planning, coordination and implementation process..

We look forward to a productive discussion and an on-going collaboration in the common interest of the Haitian people's right to a life of good health and full participation in their country's future.

I am ready to send asap, but when in your mail you write: "Potential Invitee Emails to Add to GOH List of Invitees– whom else did you have in mind? In other words, to whom else should I send this aside from those on your list below?

GV.

From: "Mills, Cheryl D" <MillsCD@state.gov>
To: jmbellerivef | Gabriel Verrette /----- 1
Sent: Thu, August 12, 2010 2:53:56 PM

Subject: RE: HEALTH MEETING on 17 August (Tuesday) at 5pm /COM Follow-up on our meeting last week Thanks – haven't received it yet but will look for it.

cdm

From: Jmbellerivef
Sent: Thursday, August 12, 2010 2:30 PM To: Mills, Cheryl D; Gabriel Verrette

Subject: Re: HEALTH MEETING on 17 August (Tuesday) at 5pm — CDM Follow-up on our meeting last week Believe GV took care of it.

From: "Mills, Cheryl D" <MillsCD@state.gov>⁵²
Date: Thu, 12 Aug 2010 05:34:52 -0400
To: <jmbellerivef |
Cc: <jrgv53[;Curtis, Meghann A<CurtisMA@state.gov>; Timyan, Judith

B6

Sent from my BlackBerry® device from Digicel

V(LAC/CAR)<jtimyan@usaid.gov>; <drmgalarson@state.gov> Mills, Cheryl
D<[Mi\[lsCD@state.gov](mailto:Mi[lsCD@state.gov)>

Subject: Re: HEALTH MEETING on 17 August (Tuesday) at 5pm - COM Follow-up
on our meeting last week

J-M

m

m*

Assuming meeting is in Haiti, checking to see if Oils invite went out and if not – if you or Gabriel could send it out this am. Best
Cdm *

From: Mills, Cheryl D
To: jmbellerive
Cc: drmgalarson
Meghann A. Timyan, Judith (LAC/CAR)
Sent: Wed Aug 11 11:10:51 2010
Curtis,

Subject: HEALTH MEETING on 17 August (Tuesday) at 5pm – CDM Follow-up on our meeting last week Dear Jean-

Max:

Brazil (Rubens), Canada (David M), France (Pierre) and the USG (I) had a successful call yesterday. We stepped through the agenda I sent you yesterday and concluded that we all could be available for the meeting on Tuesday – after the IHRC Meeting – to ensure the participation of France (Pierre) as he is leaving on an early flight Wednesday. I know that Paul Farmer and David Metzger (Red Cross) also will be available. We all want to be able to reinforce the importance of coordination in support of the GoH/MOH interim Plan for the health sector and the importance of all donors acting pursuant to the coordination provided by the IHRC and Minister Larsen.

In the course of our conversation yesterday, the Canadians, French and Brazilians yesterday underscored their desire to have the IHRC lead in place to provide health coordination going forward. Gabriel has indicated that he is moving forward with Claire Pierre as the health sector lead at the IHRC. As you know, the USG has been pushing for the appointment of an IHRC health sector lead. It will be very helpful if Claire could be formally introduced in this role before we meet so that she can play a moderating role at the meeting with the Minister of Health.

If this approach continues to make sense to you, I have provided a list of people that they plan to participate in such a meeting at 5pm on Tuesday, (which will be after the IHRC and the HRF meeting – ideally at the same place if you/Gabriel can make those arrangements). I also am providing the email addresses for invitees as a starting place – I am sure there are others that you and the Minister will want included so this list is in no way exhaustive.

We are happy to work with the Ministry, the IHRC and Mckrisey this week in advance of the meeting regarding the flow of the meeting and the production of any materials or other supporting documentation you might want produced. Judith

S3

Timyan works closely with the Minister and we also have done some overview analysis of the Haiti health sector which we are happy to share.

Potential Invitee Emails to Add to GOH List of Invitees

Brazil - Rubens Gama	
Canada - David Maloney	
France - Pierre Duquesne	
USG - Cheryl Mills	
millsacd@state.gov Cuba -	Ricardo Garcia
Enzo Sorribas	C
Henriette	
Chamouillet PIH - Paul	
Rodriguez	
Rodriguez Cross - Ricardo	
Caivano I ~ UNICEF - Ms.	"3 David
Francoise Gruloos - UNFPA	Metzer
UNAIDS Benito	
Igor Basso	
Guerrero [Medishare -	
Barth Green (
Doctors w/o Borders (France) - Ms.	
Delphine Judoche f World Vision - David	
Taylor ~	
Save the Children - Gary Chaye I	
Catholic Relief Services - Scott Campbell £	
Plan International - Rezene Tesfamariam I	

Draft email attached for today - let me know

how we can help. Best.
cdm

Sent from my BlackBerry® device from Digicel

Sent: Thu Aug 18 10:06:41 2011

Subject: Re:

Here it is, I've also attached it. Let me know if anything isn't

clear and I can check my translation. SITUATION

Three months and one day after the swearing in of the President of the Republic, difficult relations with parliament, have led to the rejection of the ratification of two candidates appointed by the Head of State, and the inability to set up a government team made up of citizens who share the vision of the President for the answers to the challenges confronted by the country.

CHALLENGES

* Ratification of the Prime Minister and a vote of their

General Policy Statement (DPC)

• Creation of a majority consensus for the implementation of the DPC

• Governability pact to deal with cyclical challenges; pending installation of a new government

* Maintaining confidence in the international community and imposing a Haitian solution.

STRATEGIE'

Address the issue of governance and that of the immediate formation of a majority consensus in parallel, thus avoiding both the blocking of the public administration (bigger and bigger difficulties to maintain the mobilization of Ministers or some jurisdictions), the search for solutions at the risk of deepening the dispute between the Legislative and the Executive (unilateral appointments) or cause the implosion of the outgoing government.

*

Oesr all —

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Attached are clean and red-lined versions of the following documents:

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I have no objection to Presidents Clinton and Bush sending the attached letter petitioning Congress to change the trade laws with respect to Haiti, which I understand is consistent with Administration policy, notwithstanding that they are raising funds for Haiti at the request of President Obama. President Clinton's office may wish to consult with the White House before acting since the former Presidents are performing their fundraising duties at the request of the President.

President Obama's charge to Presidents Clinton and Bush contains no limitation on the former Presidents' petitioning Congress, <http://www.whitehouse.gov/the-press-office/remarks-president-obama-former-president-bill-clinton-and-former-president-george-w>. Neither the letters sent to me by the Secretary and the President's attorney, David Kendall during the Transition, nor the Memorandum of Understanding signed by the Clinton Foundation with the Obama Presidential Transition Foundation contain any such limitation.

In reaching my conclusions, I have assumed that neither former President is currently an employee of the U.S.G., either in this role or in another, but have not

◆ –
consulted with any other person to confirm this or any other conclusion.

Feel free to call if you wish.

Best,
Jim

Deputy Legal Attache Office of the Legal Adviser U.S. Department of State Washington, DC 20520-6421 202-647-8460

From: Mills, Cheryl D

Sent: Sunday, March 14, 2010 2:27 PM

To: PM Belierve

Cc: 1 rovs3l I: Curtis, Meghann A

Subject: Development Authority Background Material

Jean-Max:

Pursuant to our conversation, I am following up to provide background material related to the Interim Haitian Recovery Commission (IHRC) and the subsequent Haitian Development Authority (HDA). In doing so, I am providing you with background material on the Aceh development authority – the BRR.

Because there is a fair amount of materials, I am putting an asterisk next to the ones that may be the most efficient to read if you do not have time to read all of the materials (Items 1, 4, 5, 6, and 9). I do believe all of them are worth reviewing.

Attachments:

1. A summary memorandum on the IHRC/HDA which reflects the discussions we have had as well as greater information drawing from the lessons of the Aceh model*
2. A notional IHRC organizational chart to illustrate the summary in #1
3. Summary memo on Aceh and the Government of Indonesia (GOI)'s response
4. BRR Fact Sheet*
5. Memo on the BRR Organizational Structure and Operation*
6. Memo on the BRR Project Management Process*
7. Memo on BRR Hiring Process
8. Attachment to Memo on BRR Hiring Process
9. PDF Showing the BRR Organization Chart
10. PDF showing the BRR Organizational operation